



VA Social Services System (VSSS)

Gartner's Information Technology Customer Satisfaction

Executive Management Briefing

Gartner

Executive Summary

The objective of this analysis was to conduct a customer satisfaction survey so that VDSS could assess the customer satisfaction for their applications delivered to end-users. VDSS wanted to receive objective feedback regarding the delivery of applications from end-users, as well as receive survey results and recommendations for improving satisfaction levels.

The focus of this study is five (5) major applications offered by VA Social Services: **ADAPT, APECS, OASIS, VACIS and VAMMIS**

In spite of the different purposes and functionality of these applications, there are a number of consistencies across all these applications. Some **consistencies** that are **strengths** include:

- Criteria importance ratings and satisfaction scores are consistent across most applications – OASIS is the only exception
- System Quality, System Performance and Support Expertise received higher scores across all applications
- Most respondent's use these applications on a daily basis (60% or greater) – VACIS only exception (35% = daily)

Consistencies that are **opportunities for improvement** include:

- Ease of Use was consistently rated as the most important criteria and received lower scores
- Documentation and Training were the lowest scoring criteria across all applications

Overview

Sample Size and Scope

An invitation was distributed to all customers who use Virginia Social Services System's Applications (approximately 11,000 end-users). A total of 1,779 completed surveys were received.

- ❑ Data collection was conducted August 1st through August 23rd.
- ❑ Survey measured end-user's satisfaction in-depth with five (5) major applications, as well as high-level satisfaction with eight (8) minor applications.
- ❑ The focus of Gartner's analysis is five (5) major applications offered by VA Social Services: **ADAPT, APECS, OASIS, VACIS and VAMMIS.**
- ❑ Areas of analysis include:
 - Respondents importance and satisfaction ratings of five (5) major applications
 - Respondents recommendations for improvement
- ❑ VDSS also analyzed part of the collected data, reviewing all surveyed minor systems and investigating additional aspects of major applications.

Criteria Definitions

Application Specific

Ease of Use

- includes look and feel, user interface, search capabilities, navigation and operation of the business application.

Performance

- includes availability, speed, responsiveness, through-put and turn around time of the business application.

Quality

- includes reliability, dependability, bug free, and accuracy of the business application.

Functionality

- business application include the functions and capabilities required to support business operations.

Documentation

- includes user's guides, tool tips, on-line help, error messages, search capabilities, etc.

Training

- includes formal (scheduled class sessions) and informal (web, CD, video, documentation).

Communication

- includes communications to and from the home office such as status reports, formal and informal meetings, emails and phone calls.

Support Response and Resolution

- includes escalation process, support timeliness, follow-up, follow-through, and problem resolution.

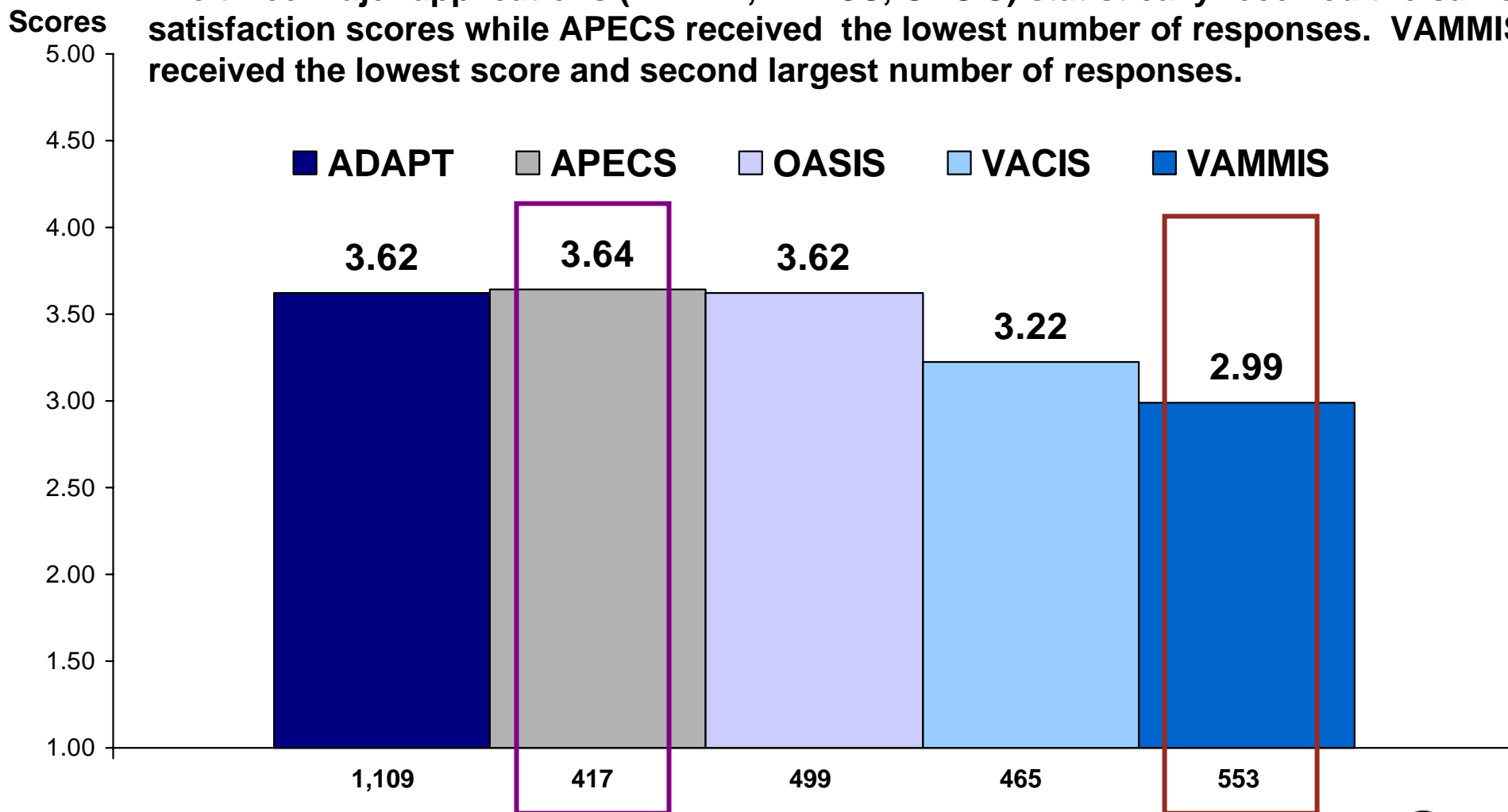
Support Staff Expertise

- Includes business and technical knowledge.

Application Analysis

Overall Composite Scores

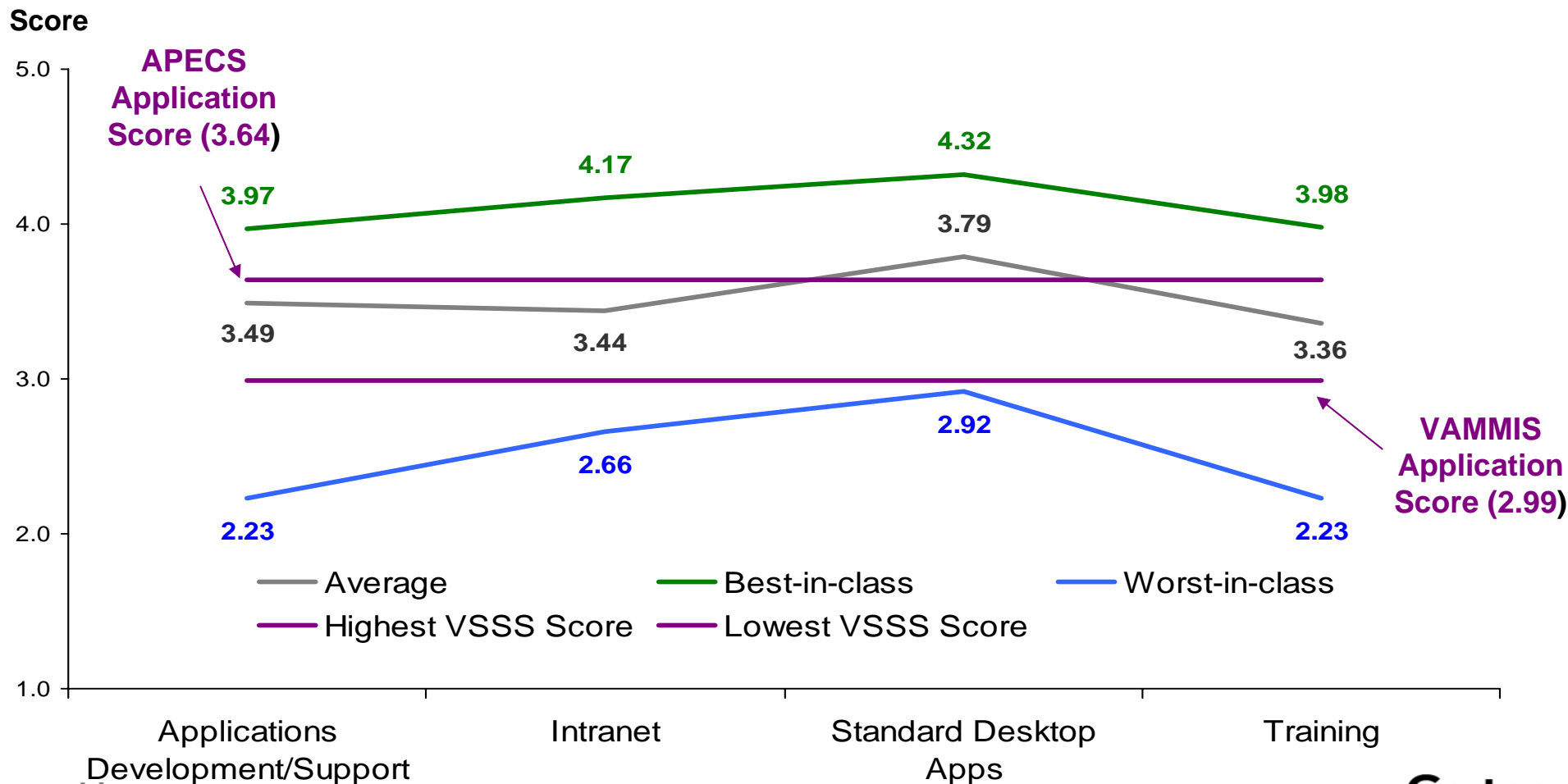
The three major applications (ADAPT, APECS, OASIS) statistically received the same satisfaction scores while APECS received the lowest number of responses. VAMMIS received the lowest score and second largest number of responses.



Specific Offerings - Database Score Comparison

Gartner Database Average, Best-in-Class and Worst-in-Class

Best-in-Class and Worst-in-Class are equal to the top 10% and the bottom 10% of the collection. This chart provides references to specific IT services contained in the Gartner ITCS database. References to VSSS reflect the scores shown on the previous page.

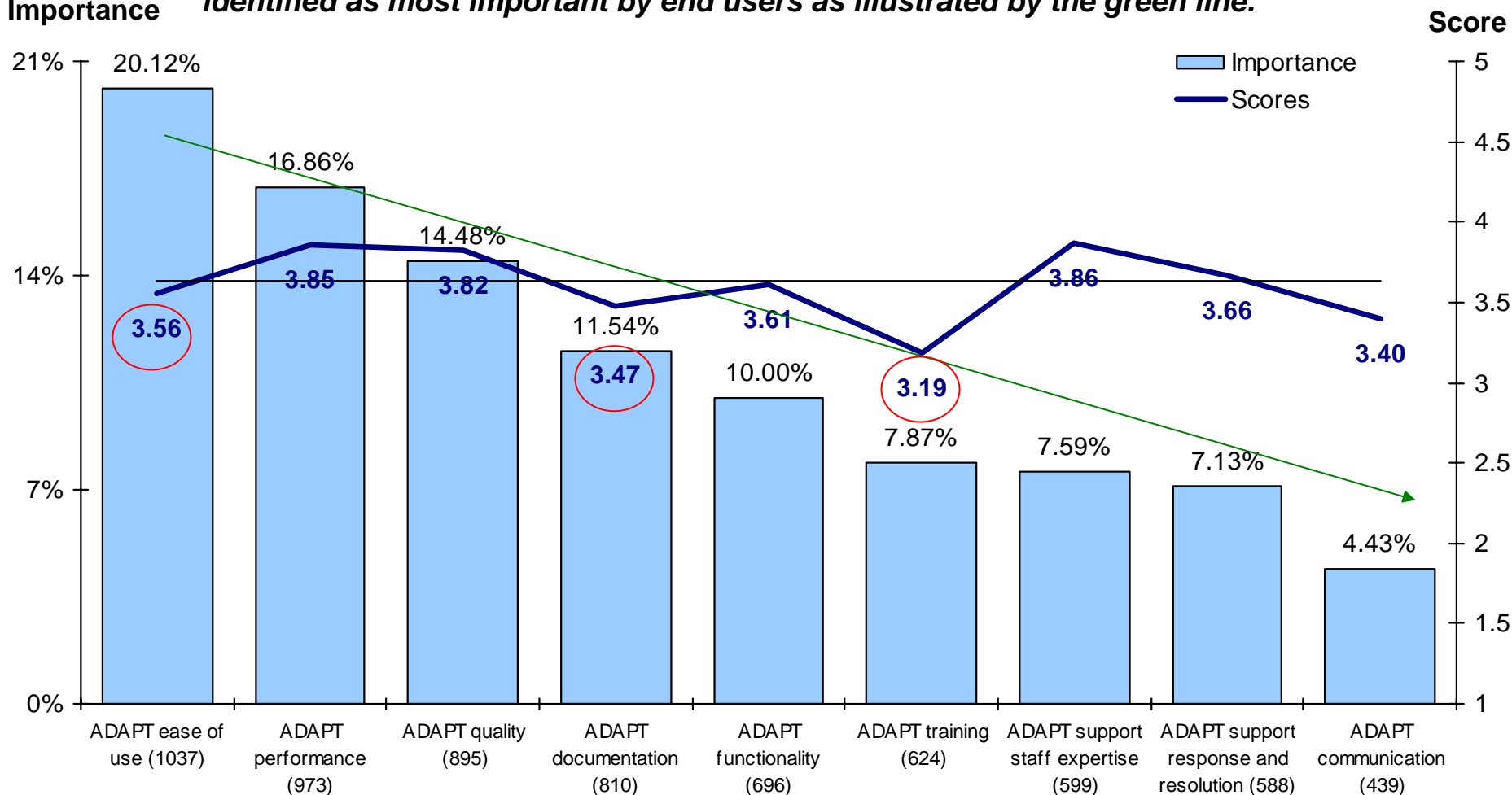


ADAPT Analysis

Overall Composite Score: 3.62 (1109 Respondents)

Overall goal/objective is to achieve the highest satisfaction scores in the areas

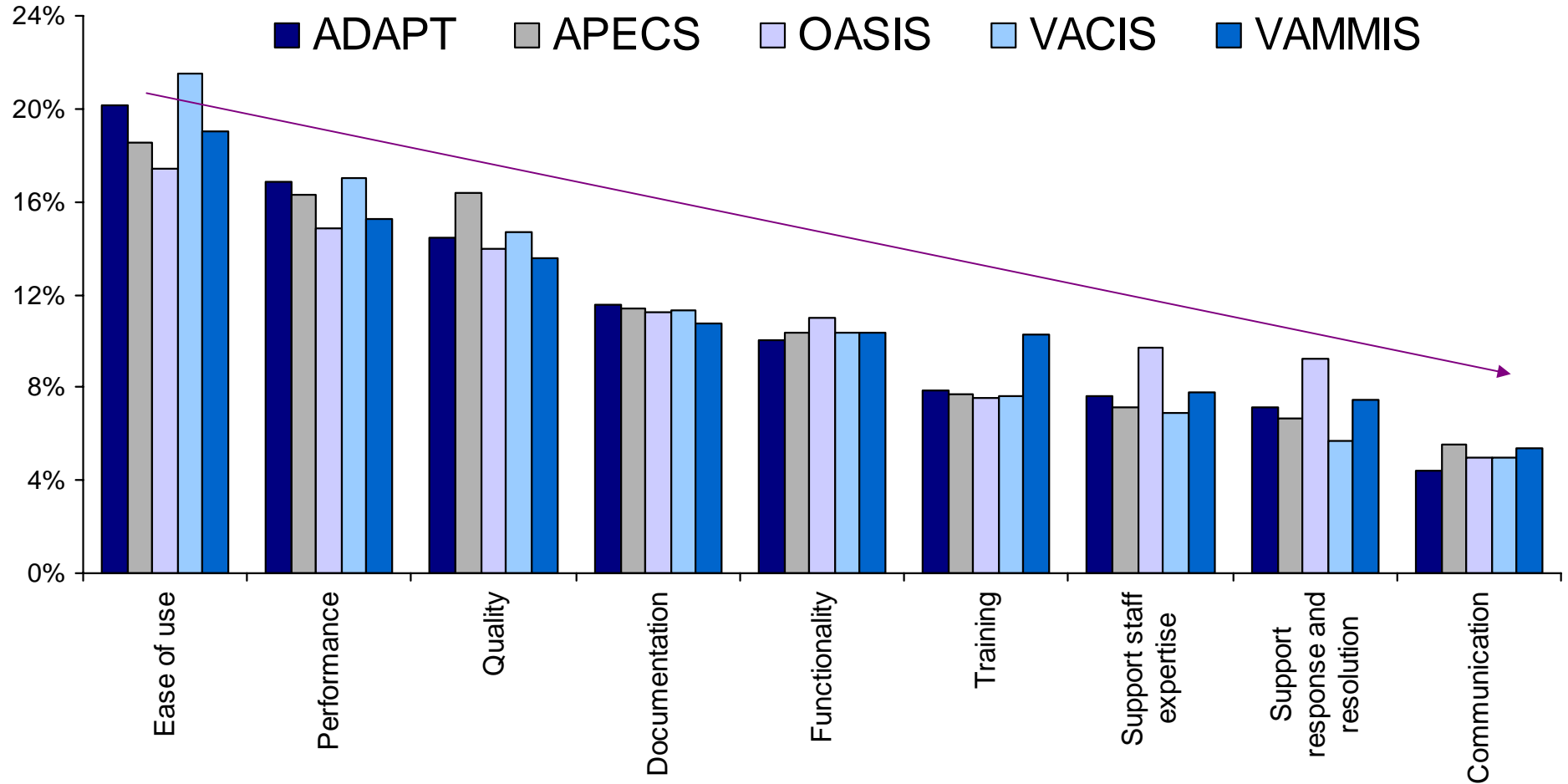
Importance identified as most important by end users as illustrated by the green line.



Application Analysis

Overall Importance Summary

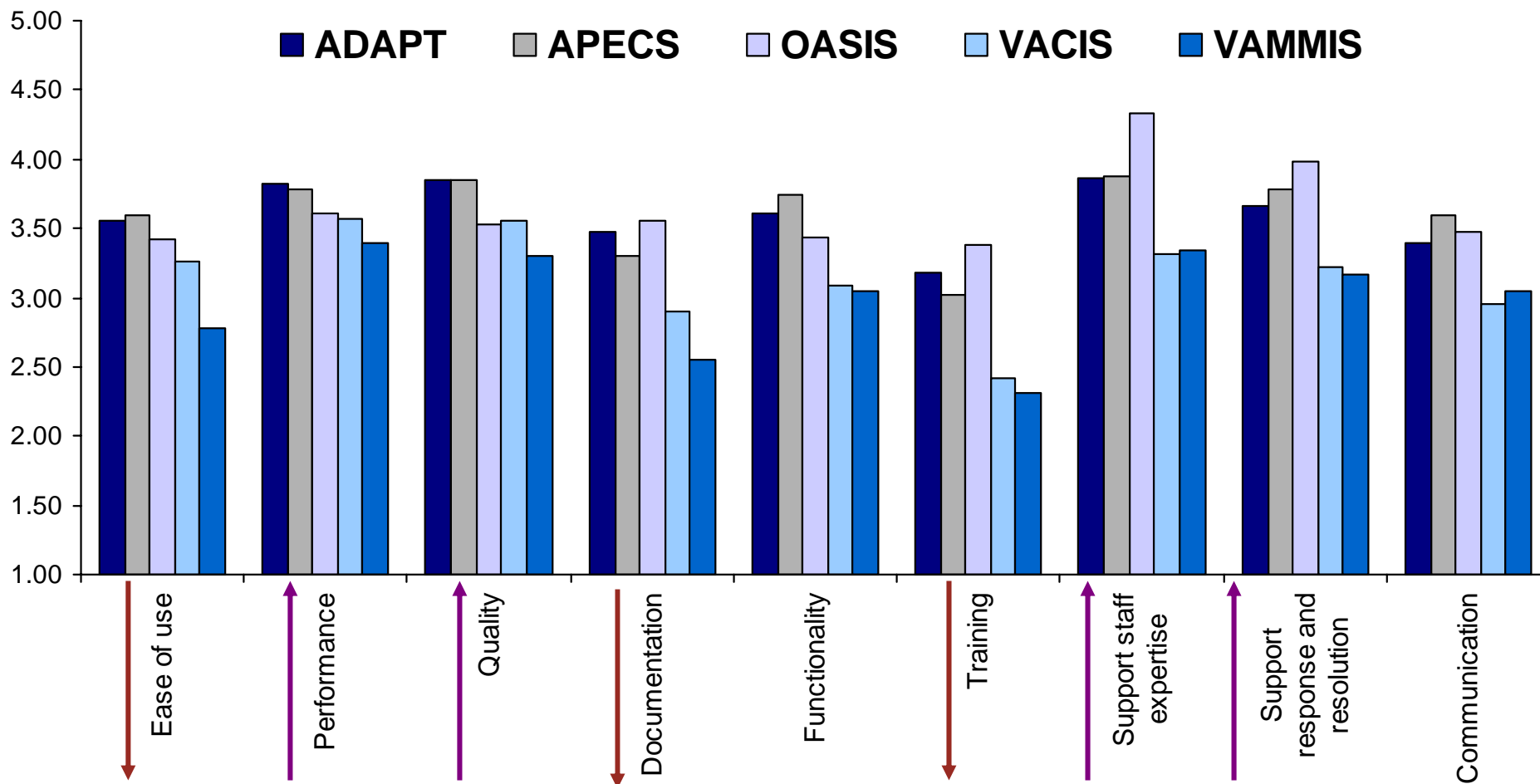
Importance



Application Analysis

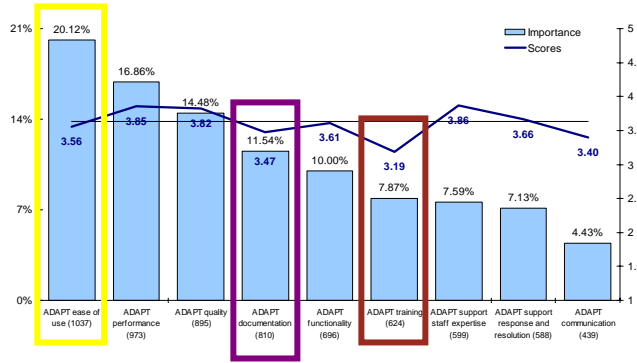
Criteria Scores

Scores

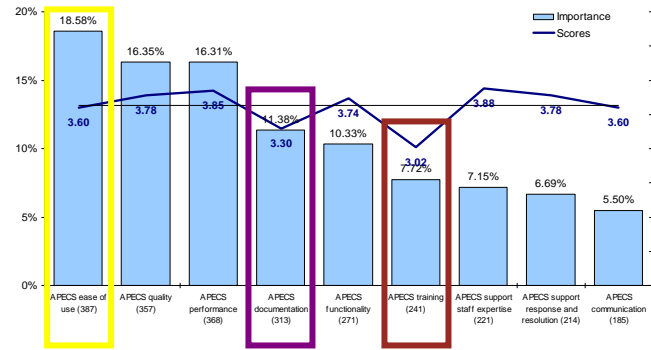


Summary - All applications

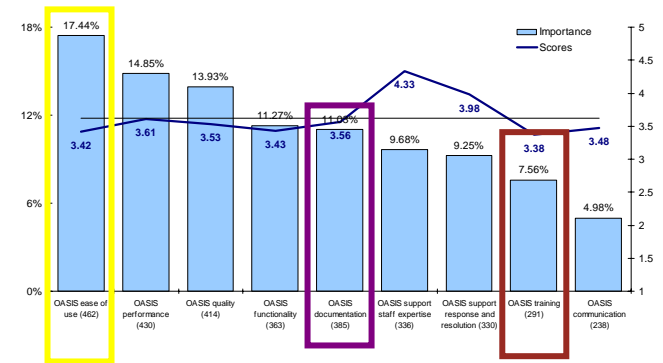
ADAPT 3.62



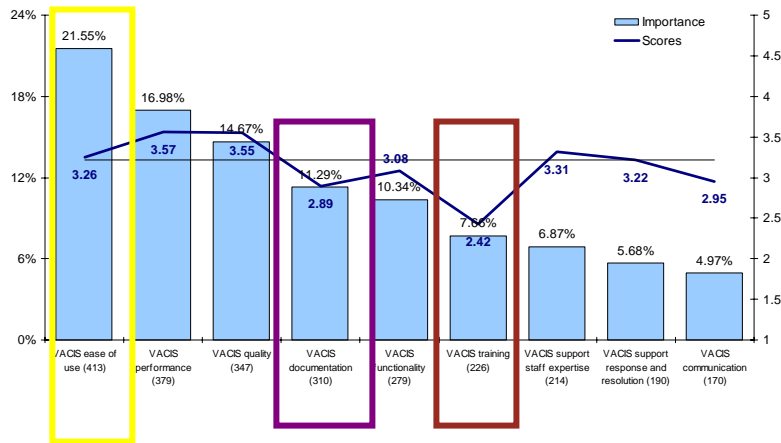
APECS 3.64



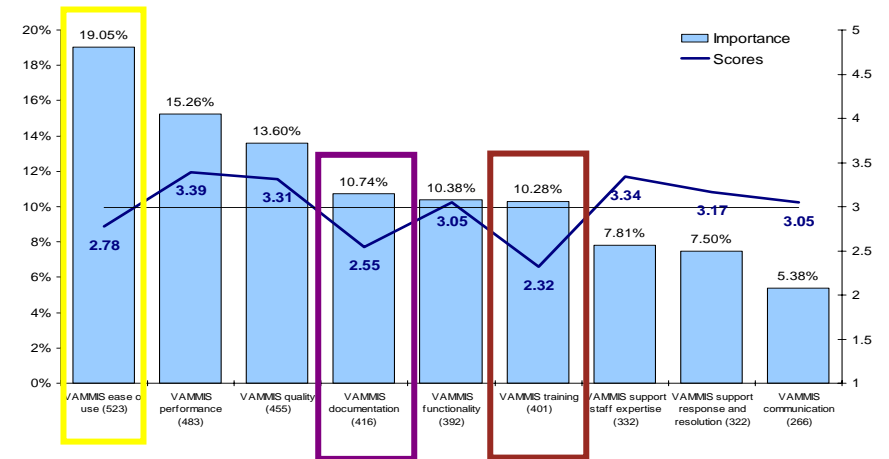
OASIS 3.62



VACIS 3.22



VAMMIS 2.99



Summary – Ease of Use

The most important criteria **Ease of Use** also received some of the lowest scores across all applications.

Respondents who provided lower scores voiced similar frustrations across applications:

- Screens are confusing and hard to read
- Too many screens
- Too difficult to navigate
- Interface needs to be Windows based

In addition, comments note the following underlying trends:

- **ADAPT** – Navigation is difficult (needs forward and back buttons)
- **APECS** – Contains a lot of inaccurate information (no spell check for example)
- **OASIS** – Time consuming because some inputs need to be done multiple times, screens are hard to read, flow is bad and search capabilities are poor
- **VACIS** – Is not worth doing training (if going away) and is overly complicated because of codes.
- **VAMMIS** – screen is hard to read and navigate and the tool is unforgiving if you make a mistake.

Strategies for Improved Performance

Strategies

It is critical to determine priorities and establish action plans (both short-term and long-term) based on results and communicate next steps to end-users.

First Steps

- ✓ Portfolio Analysis needs to be conducted to determine lifecycle stages of these major applications.
- Program managers need to evaluate all the commentary associated with their specific applications to determine additional opportunities for improvement.
 - Use data to selectively identify quick fixes for any “Ease of Use” issues highlighted.
 - Publish tips and tricks for frequently encountered end-user problems (cheat sheet) which would be unique for each application.
- As a short-term strategy, develop focused training classes specific to applications features and functionality which could reduce users’ frustration. This can be accomplished in a variety of ways: computer-based training, on-line documentation, web-based training sessions, and learning lunches, etc.

Summary - Documentation

Although not rated high in importance, Documentation received lower satisfaction scores in comparison to other criteria for most applications analyzed.

Commentary from the dissatisfied end-users indicates that it is not user-friendly, in some cases it is cumbersome, outdated and overall adds to their frustration with using the applications. A majority of dissatisfied participants indicated they are unaware of the availability of user guides.

In addition, comments note the following underlying trends:

- ❑ **ADAPT** – error messages are not helpful
- ❑ **APECS** – help screens are not always accessible
- ❑ **OASIS** – on-line help and search capabilities need improvement
- ❑ **VACIS** – user guide is ancient and out-dated
- ❑ **VAMMIS** – user guide is perceived as cumbersome, difficult to use and useless

Strategies for Improved Performance

Documentation

Strategies

- Evaluate documentation and formats available for applications to determine if they are meeting the needs of end-users.

First Steps

- Review documentation to ensure it is current and up-to-date.
- Create on-line user guides for easy access.
- Evaluate calls to helpdesk for application-specific assistance to create a FAQ (frequently asked questions) guide and post to the website for easy access.
- If the application is dependent on codes, publish an easy, quick reference guide listing codes.

Summary - Training

Similar to Documentation, Training was not rated high in importance, however, it received lower satisfaction scores in comparison to other criteria for most applications analyzed.

Commentary from most dissatisfied respondents indicates that training is perceived as unavailable or inadequate. This is another area that is increasing end-user's frustration and as a result driving lower satisfaction scores.

In addition, comments note the following underlying trends:

- ❑ **ADAPT** – training received too basic, need advanced training classes using “real life” situations
- ❑ **APECS** – training is hit or miss
- ❑ **OASIS** – new worker policy training combined with OASIS results in information overload
- ❑ **VACIS** – training not provided since app is going to be replaced, yet is still in use
- ❑ **VAMMIS** – application launched with no formal training, web-based training is inadequate

Strategies for Improved Performance

Training

Strategies

- Provide various training methods and communicate availability and effectiveness to end users.
- Evaluate current training programs to determine if they are meeting the needs of end-users.

First Steps

- Focus on areas that drive the highest volume of support calls – determine from call tracking
- Offer a variety of training formats to end users – CBT, classroom, on-line, manuals and track usage to potential decrease in support calls
- Encourage support techs with specific areas of expertise to develop, publish and maintain “tips and tricks” for each specific application.
- Hold focus groups with users to outline training needs and requirements to determine perceived gaps in amount of training available. Communicate findings to end-users and action plans to address situation.

Summary - Strengths

In general, satisfaction scores associated with Support Staff Expertise and Support Response/Resolution were higher in comparison to other criteria.

This is a critical piece of information that needs to be communicated to both the support staff, as well as end-users.

Although end-users may voice frustration with the application (ease of use, documentation, etc.) they are pleased with the support they receive.

Conclusion

Identify priorities and next steps which will have the most impact on increasing customer satisfaction.

Communicate the results

Set reasonable and obtainable targets for improvement.

Periodically report progress on action items to end-users (newsletters, website).

Encourage feedback for continuous improved communications.

Further analysis of the data received needs to be considered in context of Department of Social Services environment:

- **Analysis of comments/justifications**
- **Numerical data**

Contacts

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consulting

VSSS
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Appendix

Methodology
Specific Scores and Comments
Respondent Profiles by Application

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Appendix: Gartner Methodology

ITCS Survey Methodology

In rating a service, product or overall IS, criteria are

Screened

Is **Availability** important to you?



Weighted

How important?

3

Rated

How **satisfied** are you?

4.2

and Justified

Why? What improvements would increase your satisfaction?

"I need this service after 5 PM, and availability and support are not consistent then."

by each respondent.

Appendix: End-User Commentary

Strengths: Support Staff Expertise & Support Response/Resolution

I have always had good experiences with the support personnel. They have encouraged me and assisted me without making me feel like a dummy when I have what to them may seem like a "dummy" question. Kudos to the support staff!

SUPPORT STAFF,SUPPORT RESPONSIVENESS IS REMARKABLE, I PERSONALLY AM IMPRESSED EVERY TIME I CALL

My experience with the ADAPT support staff has been very positive. I truly believe we have some of the brightest minds in the industry in our ADAPT support system. I think it's a shame that they are still being forced to work with the antiquated product ADAPT is built on.

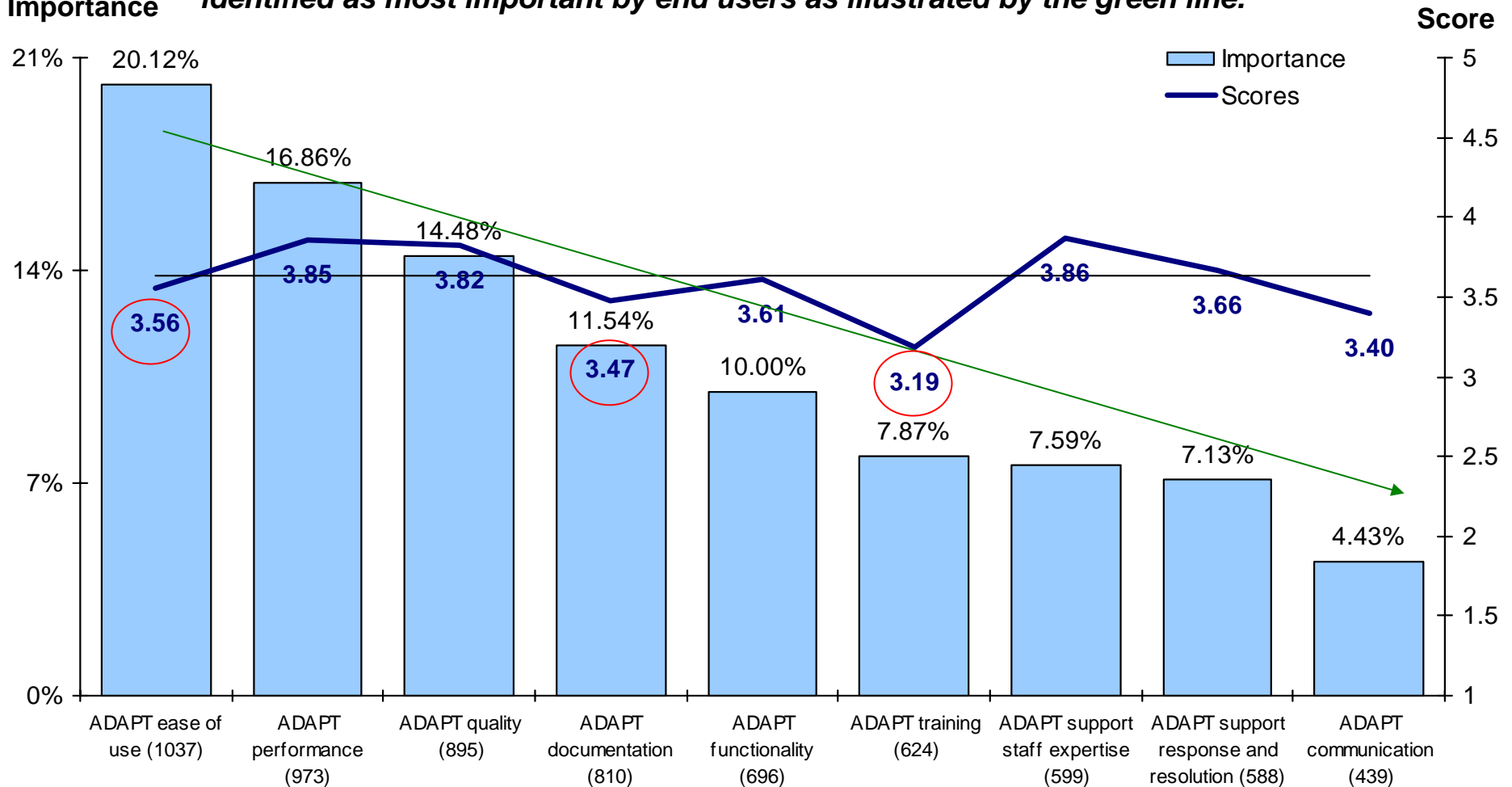
Much improved over the past. In the past the help desk was terrible to access/contact and then resolution time was way too long. Also there were techs in the past that had no idea how to resolve problem. I am very satisfied with the improvements in the help desk.

Appendix: ADAPT Analysis

Overall Composite Score: 3.62 (1109 Respondents)

Overall goal/objective is to achieve the highest satisfaction scores in the areas

Importance identified as most important by end users as illustrated by the green line.



Appendix: End-User Commentary

Ease of Use - ADAPT

' ADAPT is not a fully electronic system. We continue to have one foot in paper files and one in electronic files. To manage our workloads, we need fully electronic case files, including verifications scanned into records, applications scanned or available on line, and documentation on line. ADAPT is also difficult to navigate. Back buttons are needed throughout the system. (Score = 1, Program Manager)

'System assumes 1. client comes in with all verifications so process can begin and end at interview. System assumes you never make a mistake in data entry or the client never "remembers" something. Very cumbersome to go back to a previous screen to add or change data (Score = 1, Eligibility/Benefits Worker)

'It is not easy to navigate through ADAPT, we need an entirely new system that is more user friendly. At anytime, even during the application process it would be helpful if you could go back and change prior screens easier. Also, the customer will sometimes forget to tell you something until the end of the interview then you have to try to find what screen that information was on to try to change it. We need a Web-like system. (Score = 1, Service/Social Worker)

' too many screens to navigate through to find and to enter data. In order to have hard-copy information in the case record, MANY pages must be printed. (Score = 1, Employment Services Worker)

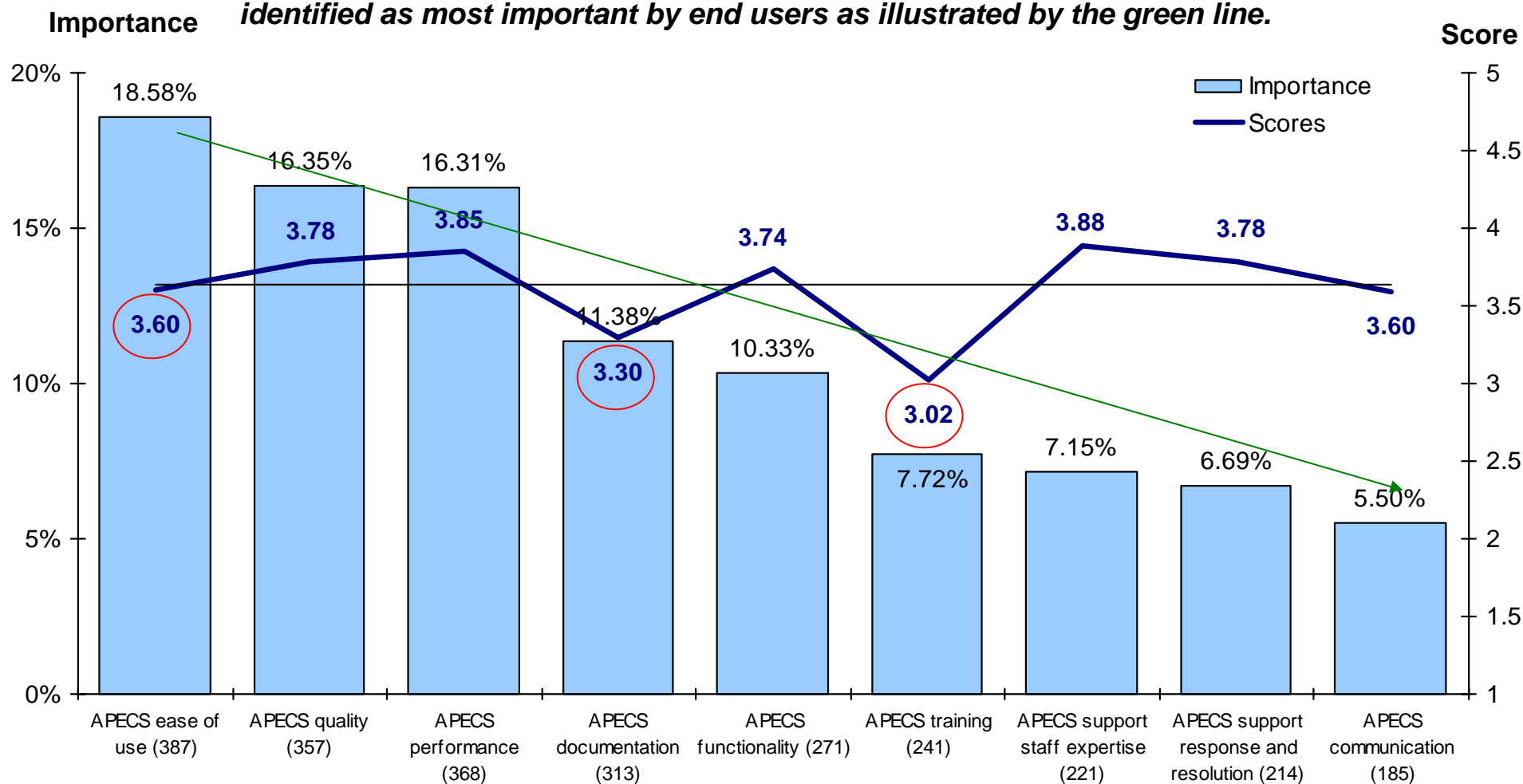
' If you didn't do anything else you could have supplied a backward/forward key so we go where we needed without this long search for a page we just finished. We need comment boxes for documentation and do away with separate evaluation. (Score = 1, Program Supervisor)

'The program is not user friendly. When first learning ADAPT the training is not nearly as succinct as it should be, and the actual program is very, very difficult to use. The program would be much easier to use if it were designed in a "Windows" format, with back buttons, forward buttons, etc, and pull down menus that show exactly what is on each screen. (Score = 2, Eligibility/Benefits Worker)

Appendix: APECS Analysis

Overall Composite Score: 3.64 (417 Respondents)

Overall goal/objective is to achieve the highest satisfaction scores in the areas identified as most important by end users as illustrated by the green line.



Appendix: End-User Commentary

Ease of Use - APECS

'APECS should not be in DOS. It should be a windows environment where you don't have to rely on "sessions" but can have multiple windows. Antiquated terminolgy has not been replaced. The screens are hard to read, not user friendly. The printouts are ancient looking, not attractive, hard for clients to read. APECS doe not address LEP issues. Upon entering a new case, the intake worker should be able to ask the client which language he would like documents generated in. If the client selects Spanish, there should be a Spanish language select that causes all Notices of Action and other documents that get sent to the client to be in Spanish. One day, we will not be able to get a keyboard that has function keys. It is important to no longer have to use function keys. Everything should be mouse enabled and all case events should be easily cut and paste in and out of emails and word documents. (Score = 1, Program Manager)

'APECS looks and feels like an antiquated DOS based system. It is not user friendly. It requires different methods of execution for similar screens (i.e. accessing work list vs. case events). Case events have no spell check capability and document generation is archaic at best (e.g. no preview capability, etc.) (Score = 1.5, Support Enforcement Assistant Director)

'not user friendly, does not interface. Almost all of the time I have to call DCSE directly because our system does not have all the current information. (Score = 2, Eligibility/Benefits Worker)

'There would be less telephone call to DCSE if more information was available to us in APECS. (Score = 2, Fraud Worker)

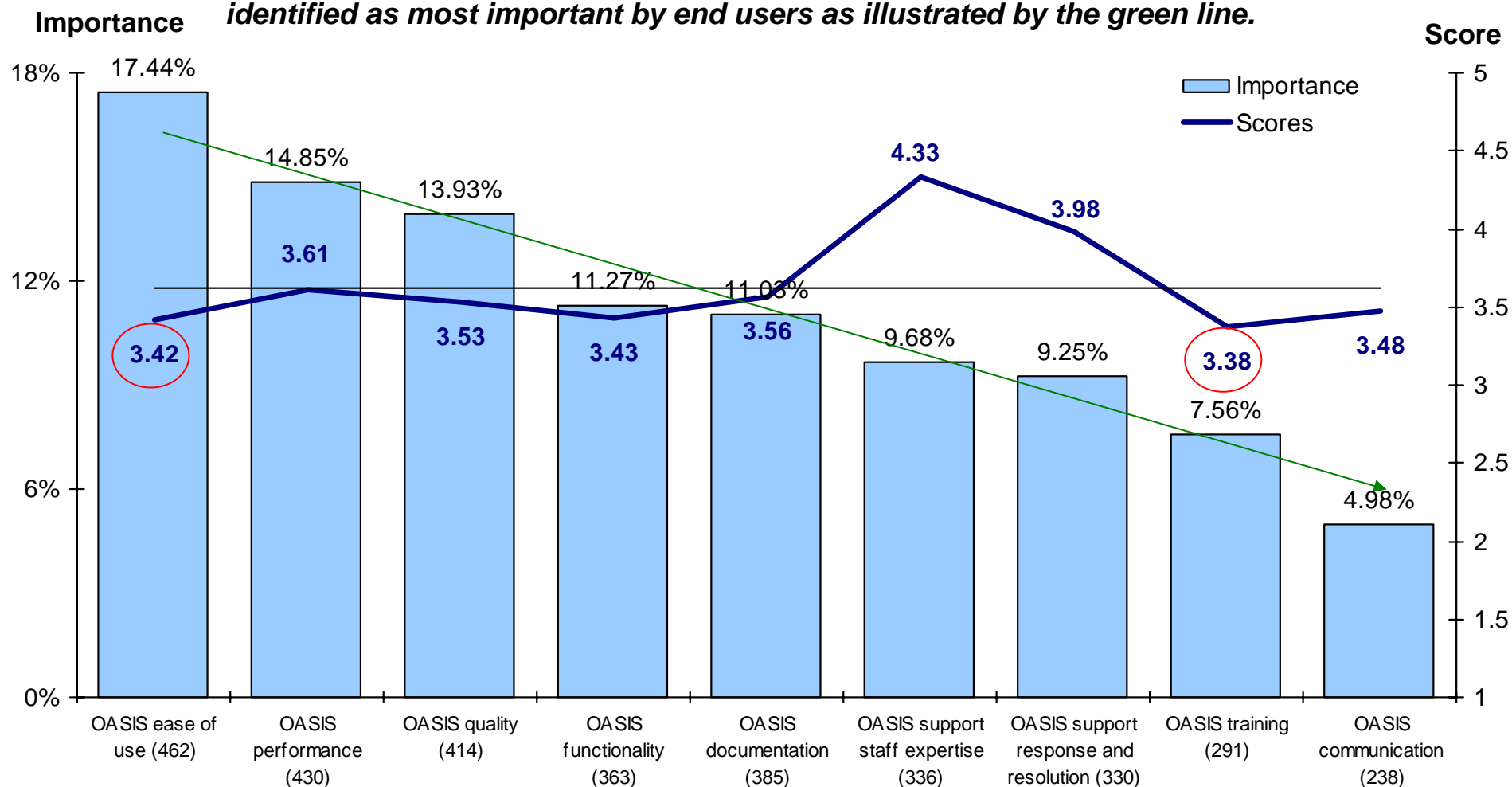
'Cumbersome to use. Inaccurate information is a problem. DCSE and ADAPT have different information. (Score = 2, Eligibility/Benefits Worker)

'Until April of this year I had spent 4 years with child support enforcement and working with APECS. Now working on the local DSS side the screens I see from APECS look nothing like the screens I used at child support. For most EW's the APECS screen the local DSS see's it is very confusing. Even I have difficulty understanding what I'm looking at. Both agency's should be able to work from the same page. (Score = 2.5, Eligibility/Benefits Worker)

Appendix: OASIS Analysis

Overall Composite Score: 3.62 (499 Respondents)

Overall goal/objective is to achieve the highest satisfaction scores in the areas identified as most important by end users as illustrated by the green line.



Appendix: End-User Commentary

Ease of Use - OASIS

'OASIS is not an intuitive application. Since it was not designed for the State of Virginia, there are parts of the system that are not used. There is no consistent way to enter data (some people put information in Contacts, other people put the same data elsewhere in the system). It is impossible to pull any data out of the system. Even on a case by case basis, it is difficult to find the information you are looking for if it is not your case. I would recommend starting over and design a system FOR Virginia that includes a financial component and as-hoc local reporting capabilities and/or a data warehouse. (Score = 1, Program Manager)

'The same information must be entered in 2-3 places. Address, agency number and court numbers must be entered repeatedly. Info entered on court forms are not saved. Program is tedious and time consuming and should be replaced. Tickers are of no help. There are entirely too many screens to navigate between. (Score = 1.5, Service/Social Worker)

'Search options could stand some improvement. Plus, it would help if there was more flow through the new referral entry process--it is easy to overlook a screen (and neglect to enter information) when you have to access each separately, instead of one leading right into another. (Score = 2, Service/Social Worker)

' OASIS is cumbersome and time-consuming. There appears to be duplications in information and many unused screens (i.e. Family services cases). Searches can be time consuming and often do not capture information. (Score = 2, Prevention Services Worker)

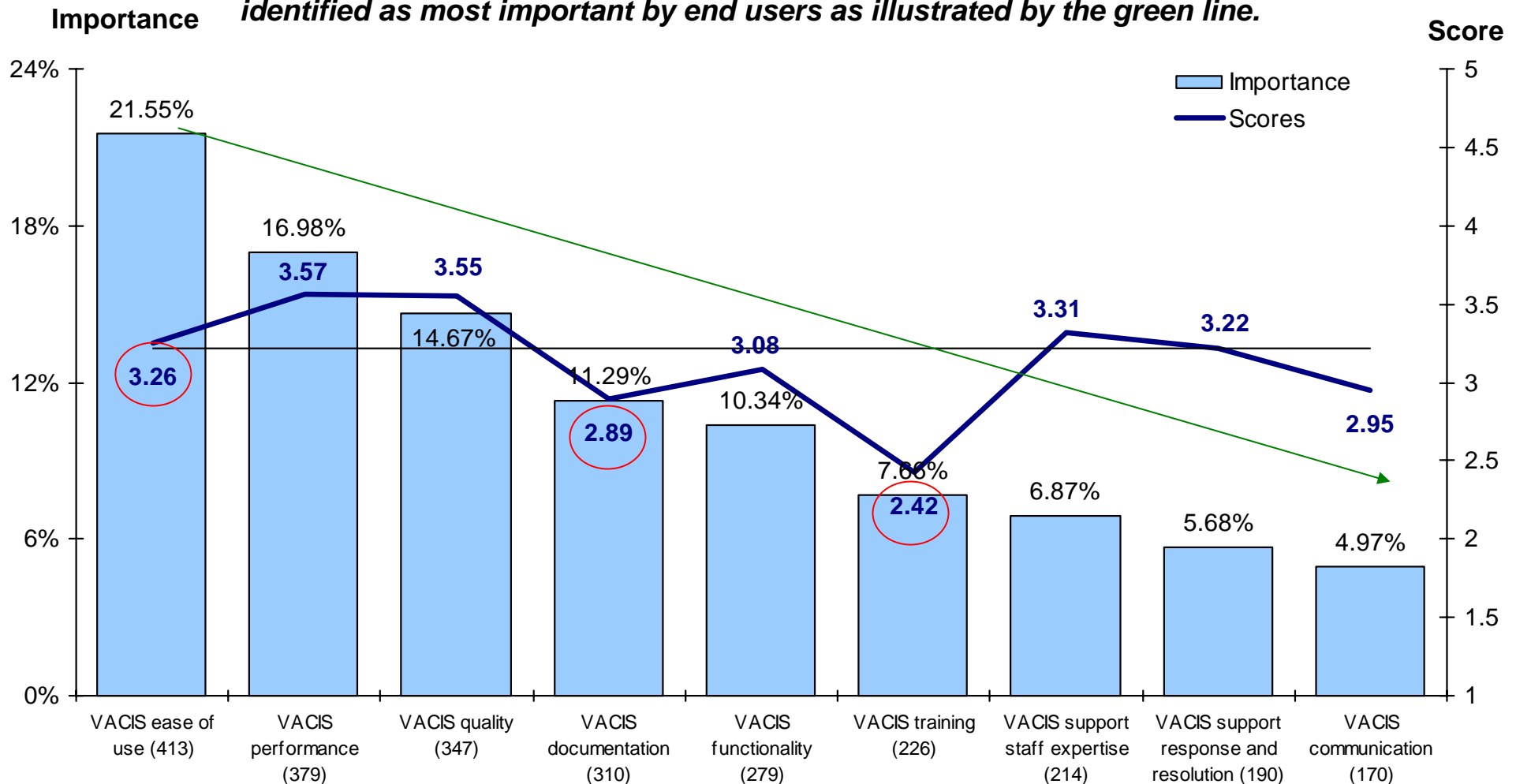
'While navigation has greatly improved, search capabilities continue to be a barrier to efficiency. On each intake a search is conducted to identify previous involvement with the family. The user is unable to open the record from the search screen and must write down all referral numbers, go back to workload and enter each referral individually. This is enormously time consuming especially in the case of repeat clients. (Score = 2.5, Program Supervisor)

' It is important for users to be able to easily use the system and for it to flow for users. Search and merge are still big issues that need to be resolved and made easier for users. (Score = 3, Service/Social Worker)

Appendix: VACIS Analysis

Overall Composite Score: 3.22 (465 Respondents)

Overall goal/objective is to achieve the highest satisfaction scores in the areas identified as most important by end users as illustrated by the green line.



Appendix: End-User Commentary

Ease of Use - VACIS

'Very difficult to use and understand. Probably because it's being phased out, it's hard to find manuals on using it or training available either. (Score = 1, Program Supervisor)

'We were told that VACIS would be extinct when we converted to ADAPT. Obviously that is not true. I do not understand why we are still using this antiquated system for AFDC-FC. We don't even have current manuals or codes. (Score = 1, Eligibility/Benefits Worker)

'Being on old DOS based program, what do you expect? I am a supervisor with over 20 yrs experience, so I know VACIS cold, but I don't even try to teach it to my new workers. I do ALL the VACIS data entry for the Service Unit because I am the only one left that knows the system, and frankly it would be more trouble to try to train them. (Score = 1, Service/Social Worker)

'If I could rate this one a negative five I would. We were told in 2000 that this system was outdated & would disappear but it never has had a replacement. I would estimate that it takes a new worker over a year to feel comfortable just entering this system because of the parameter strings and the unavailability of a current, complete manual. (Score = 1, Service/Social Worker)

'VERY DATED, far too many codes to keep up with. (Score = 1.5, Service/Social Worker)

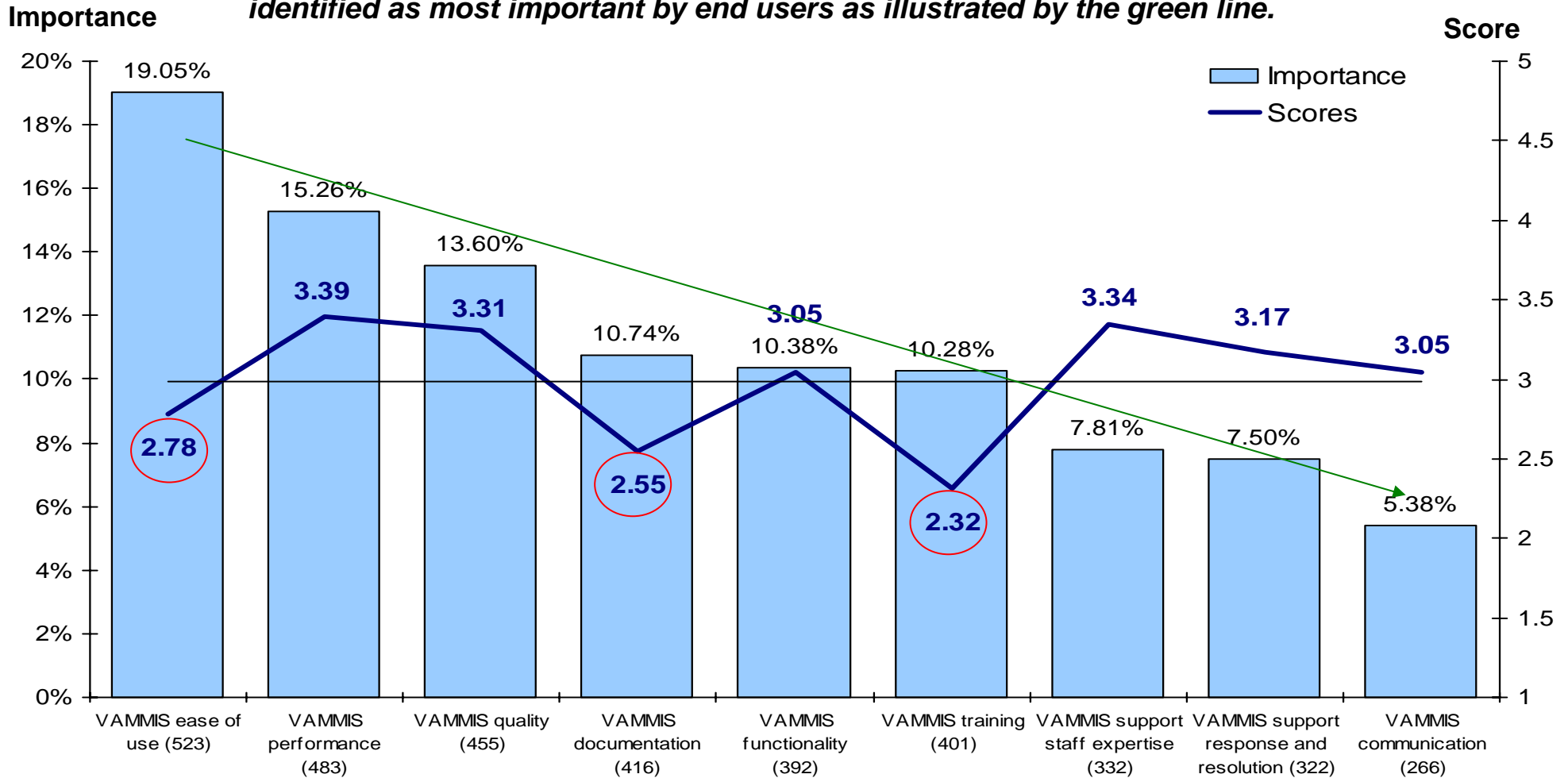
'VACIS is very difficult to use. Error codes could mean multiple mistakes were made when entering case data. (Score = 2, Service/Social Worker)

'We have to rely too much on a manual to input information. It would be easier if we could click on an element and a drop down box would give us the options. The error messages are sometimes too difficult to understand and we have to spend time looking those up in a manual. It would be easier if the actual message appeared at the bottom of the screen instead of an error number. (Score = 2, Service/Social Worker)

Appendix: VAMMIS Analysis

Overall Composite Score: 2.99 (553 Respondents)

Overall goal/objective is to achieve the highest satisfaction scores in the areas identified as most important by end users as illustrated by the green line.



Appendix: End-User Commentary

Ease of Use - VAMMIS

'It should not be this hard to do our jobs, VAMMIS is tricky. (Score = 1, Eligibility/Benefits Worker)

'hard to use, easy to make mistakes, hard to fix mistakes WHY DO YOU THINK DMAS IS GETTING HUNDREDS OF REQUESTS FOR CORRECTIONS? (Score = 1, Eligibility/Benefits Worker)

' It is very difficult to find certain information. It is very difficult to read the screens. (Score = 1, Eligibility/Benefits Worker)

'I have never used a more un-friendly system. The screens are impossible to read and difficult to navigate. The system does not interface well with ADAPT and causes ADAPT system issues. If you try to enter information in the wrong place because your finger slips on a key, the screen locks and you have to log off and back on. The system is very unforgiving. I could go on and on, but workers have been saying this since the system's inception and DMAS does not listen. We are required to work around the system rather than having the system work for us. (Score = 1, Employment Services Worker)

'Hard to read the screen (Score = 1, Eligibility/Benefits Worker)

'Very unfriendly looking screens, everything seems to just run together, not sectioned off like Adapt. Poorly designed software application. (Score = 1, Eligibility/Benefits Worker)

' VAMMIS is very hard on your eyes. Most of the option keys do not work yet. If you try to scroll backward or forward it will give you a message that you can't. If the background color could be changed (similar to ADAPT) would improve the ease of use greatly. (Score = 1, Eligibility/Benefits Worker)

'The screens are extremely hard to read - they're too busy! (Score = 1, Eligibility/Benefits Worker)

'Terrible. Screens are very hard to read. There is no "help" available on the screens. Navigation is ok but it is time consuming going in and out sometimes when you are on the phone trying to answer questions. (Score = 1, Eligibility/Benefits Worker)

Additional feedback

All systems must be compatible and interface completely.

I think that the state should come up with a system that holistic in nature. It should be accessible for inquiry purposes for services and benefit staff. It will benefit staff as they would be able to see what services are being received by an individual that seeks assistance. This would streamline wasted manpower hours and duplication of services.

There needs to be one system that would incorporate all the functions we do or one system that would populate the information keyed in to all the systems so you only enter the information once.

We have to have so many different passwords to get into so many different systems.

We need a system in services that speaks to other eligibility systems. The original concept of VACIS was great (I've been here 24 years including the pre-VACIS time) in that when the FS or ADC (now TANF) worker did something on a case we knew an action had occurred. Likewise, EW's knew what cases had a social worker. This system made for better communication, fraud prevention and detection and MUCH BETTER all around customer service (systems actually worked FOR us and not just vice versa.) Thanks for your work here, we need it!!

Thank you for providing this opportunity.

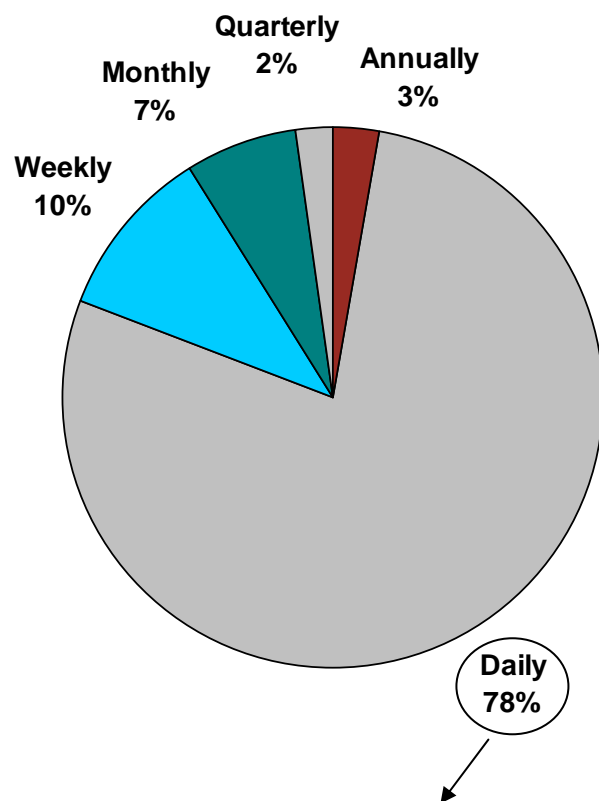
I just would like to thank you for asking for the opinions of the persons who use the systems on a day to day basis.

Thank you for being interested in enhancing the systems, it is a major tool in our job.

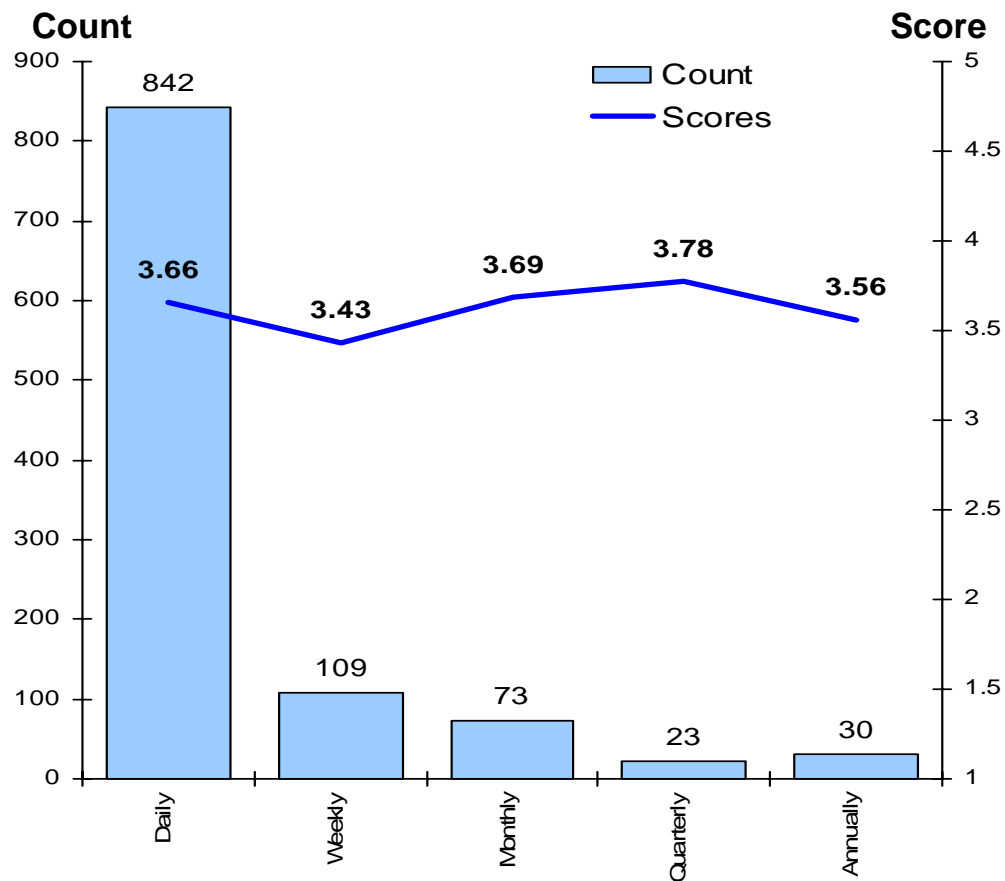
Thanks for asking before you began changing.

Appendix: ADAPT Respondent Profile

On average, how frequently do you use ADAPT?

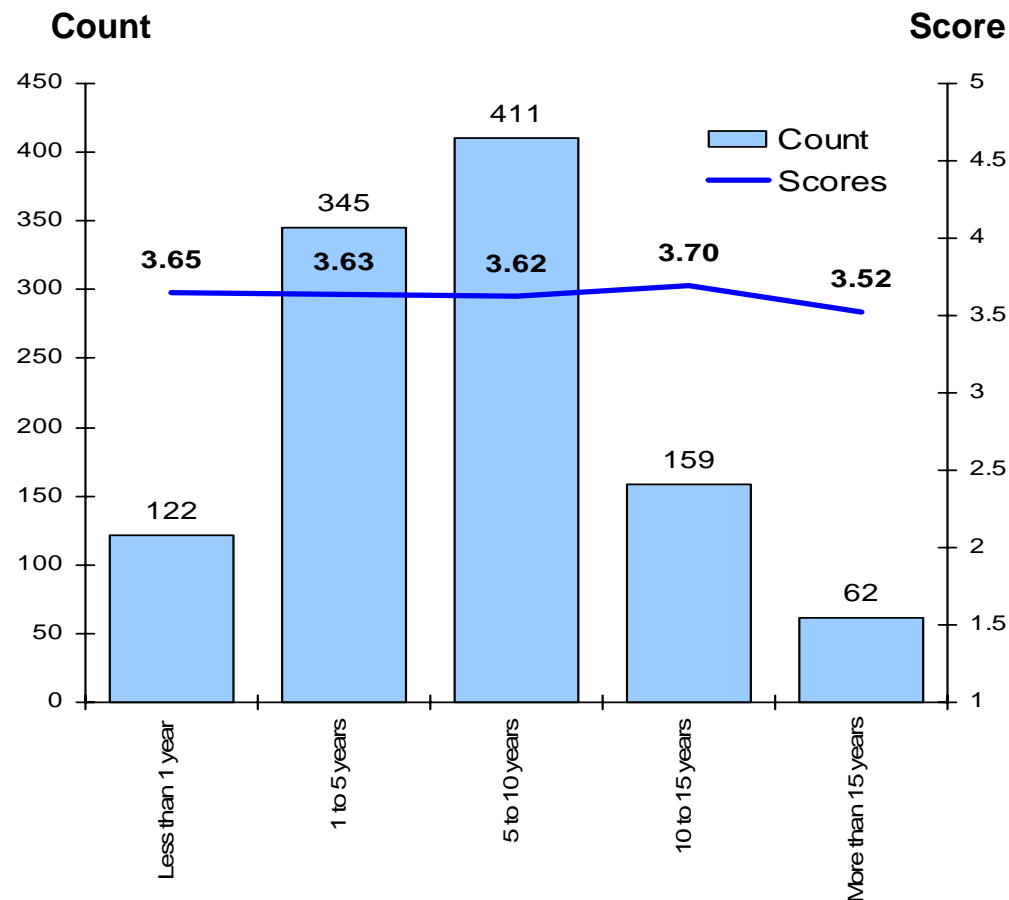
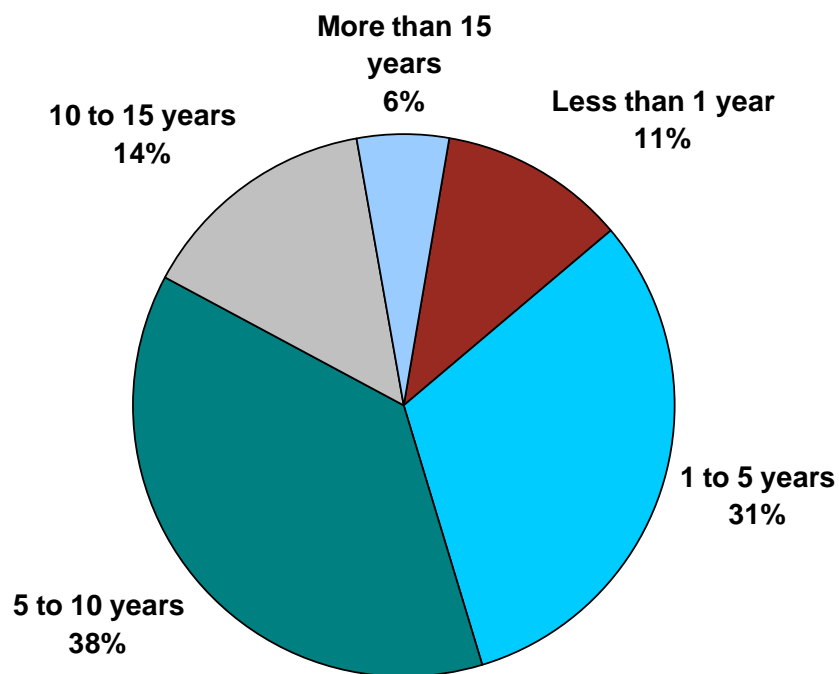


Majority of respondents use ADAPT on a daily basis.



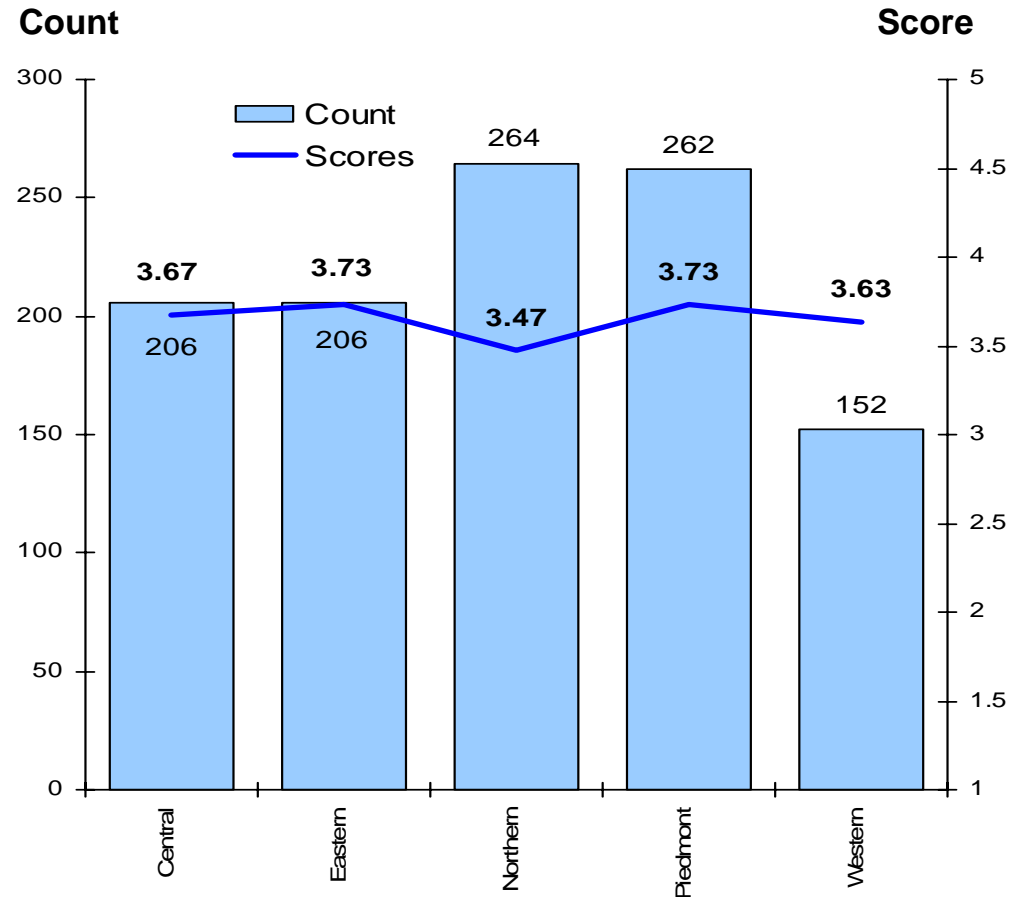
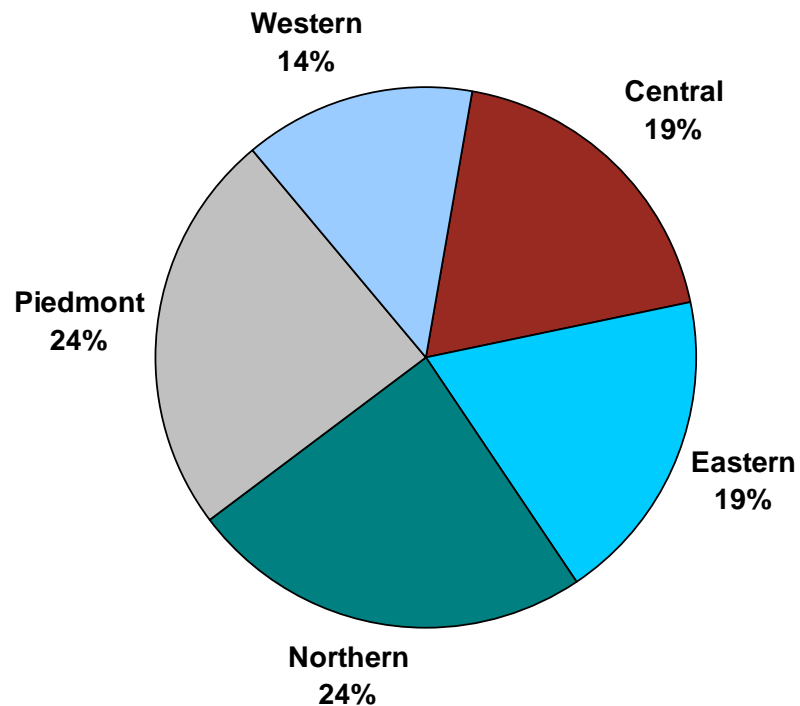
Appendix: ADAPT Respondent Profile

How long have you been using ADAPT?



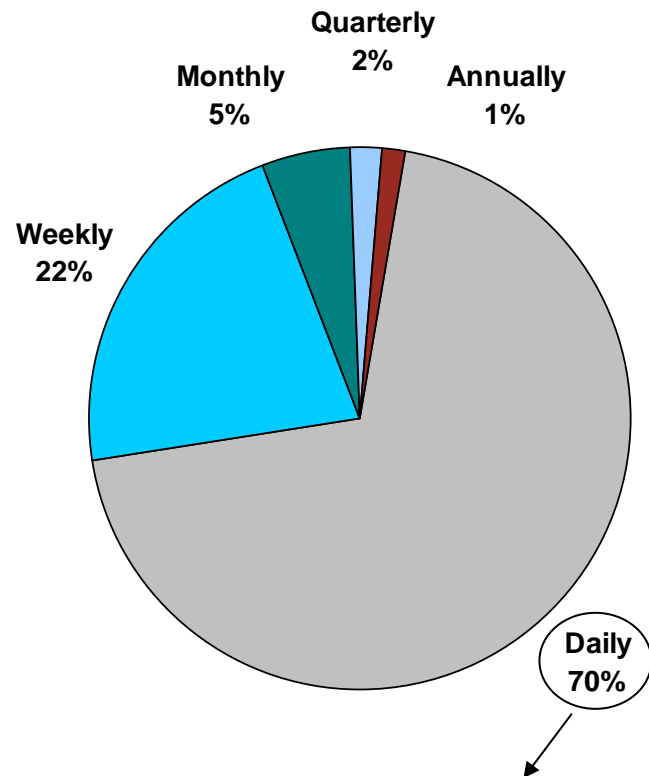
Appendix: ADAPT Respondent Profile

Region

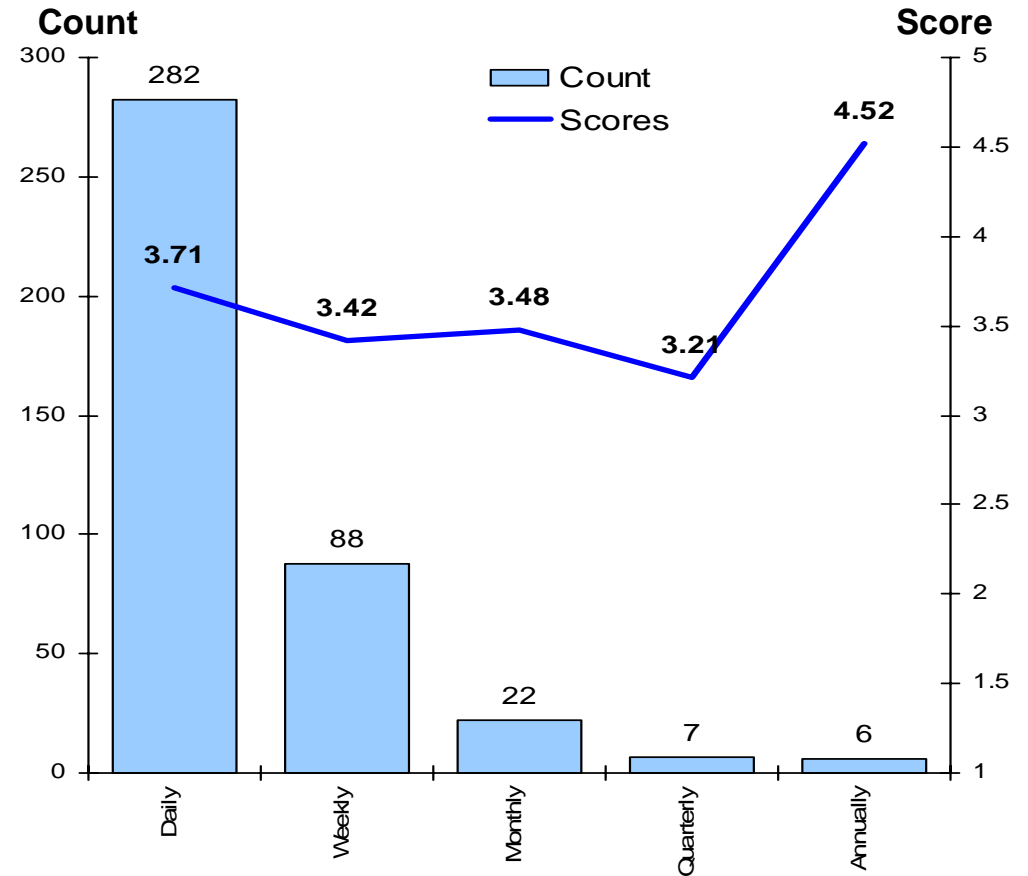


Appendix: APECS Respondent Profile

On average, how frequently do you use APECS?

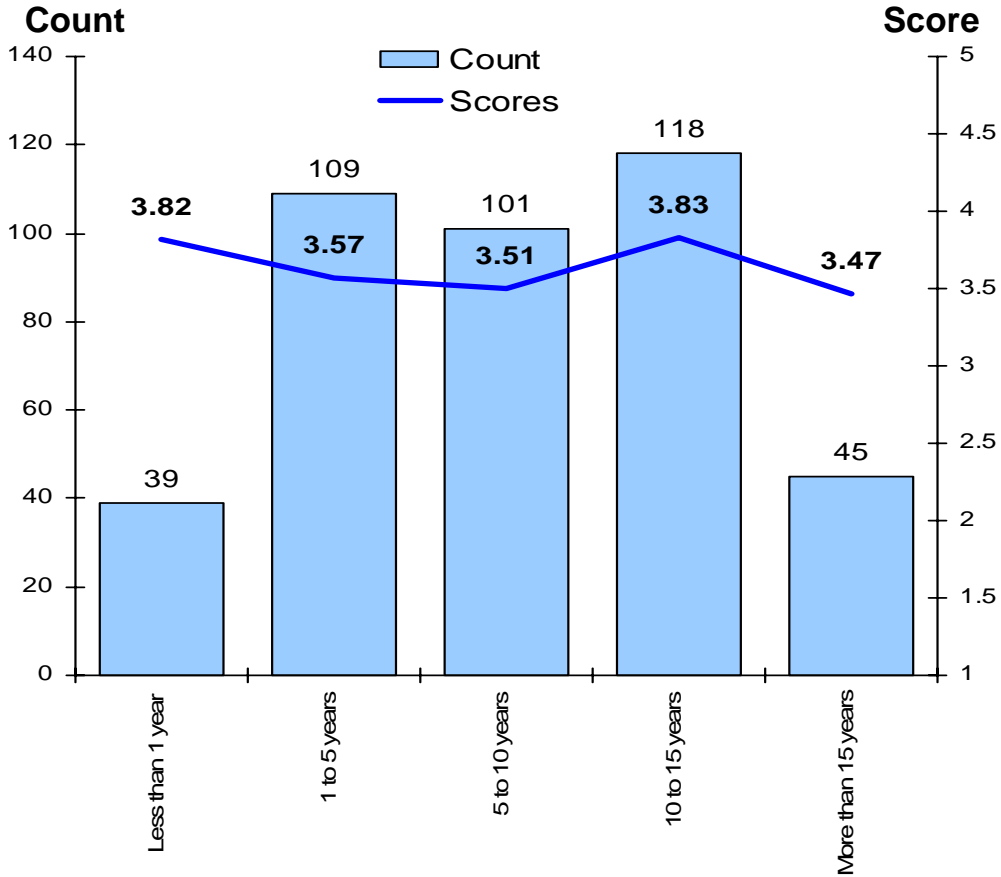
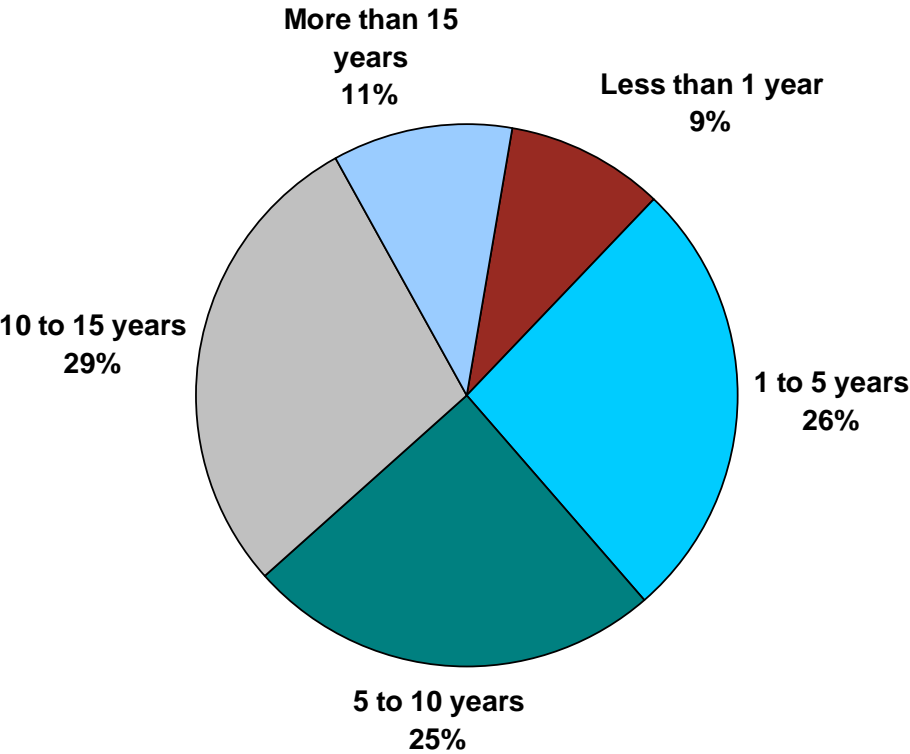


Majority of respondents use APECS on a daily basis.



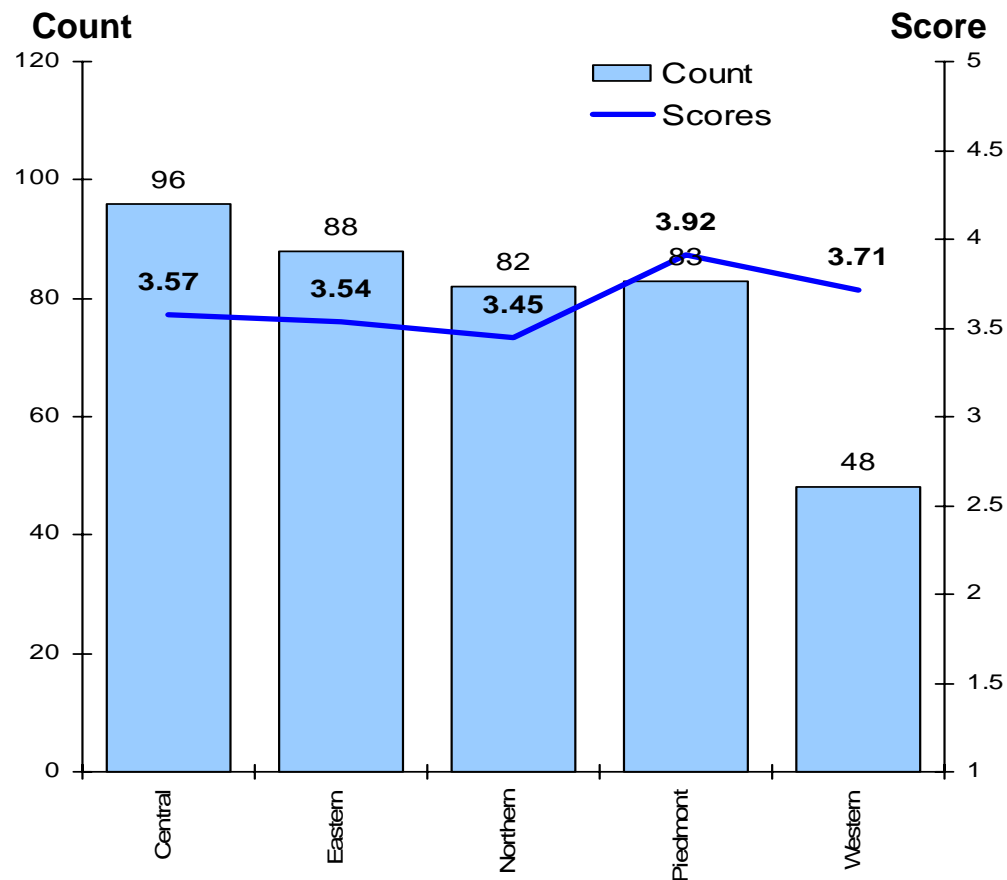
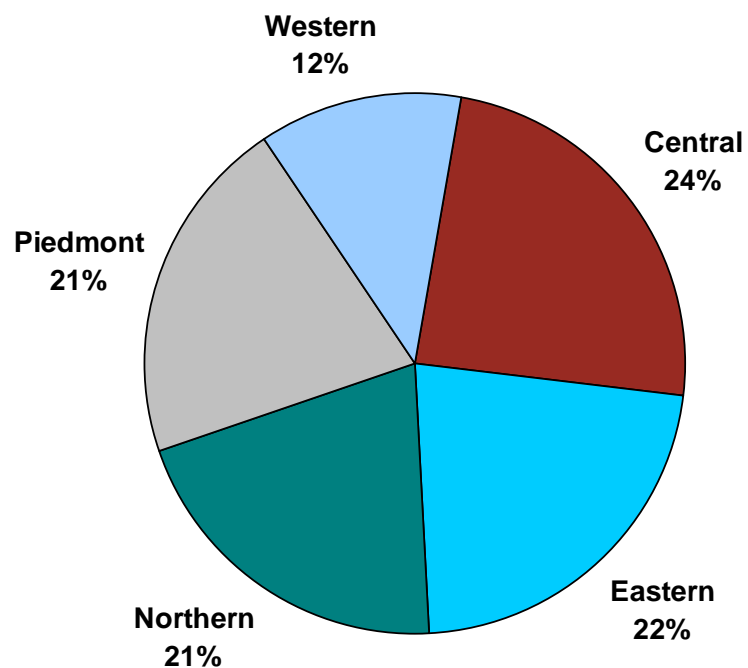
Appendix: APECS Respondent Profile

How long have you been using APECS?



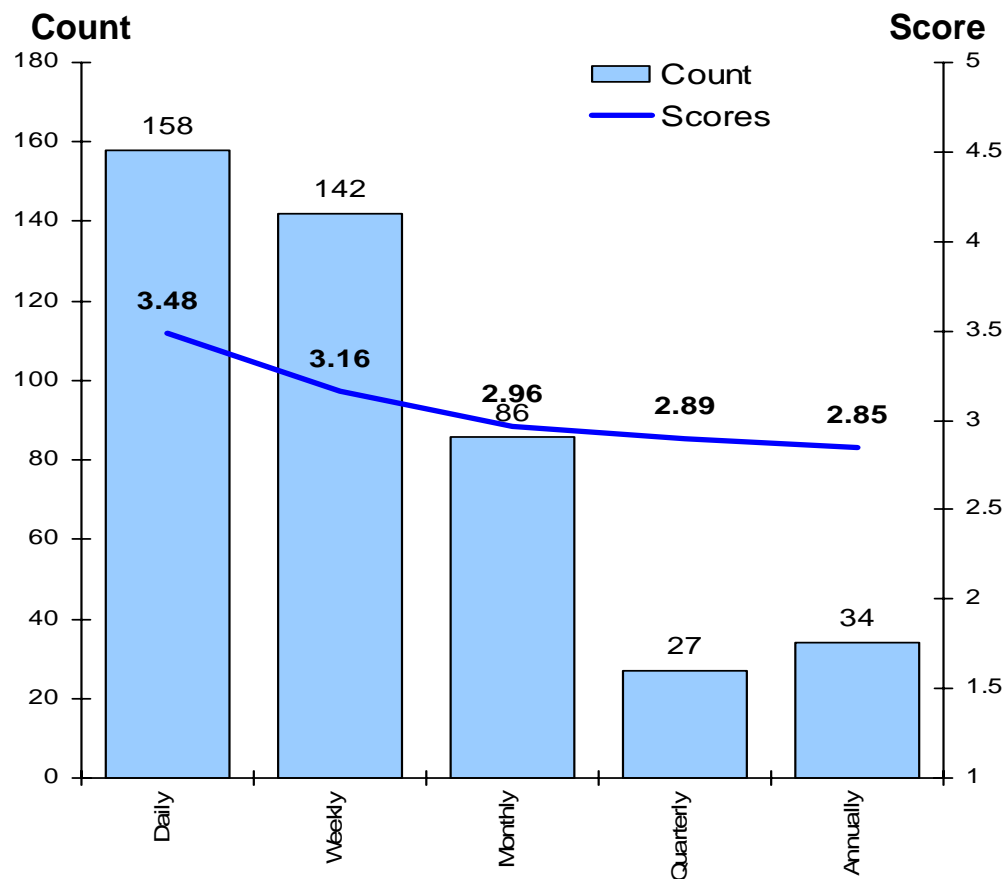
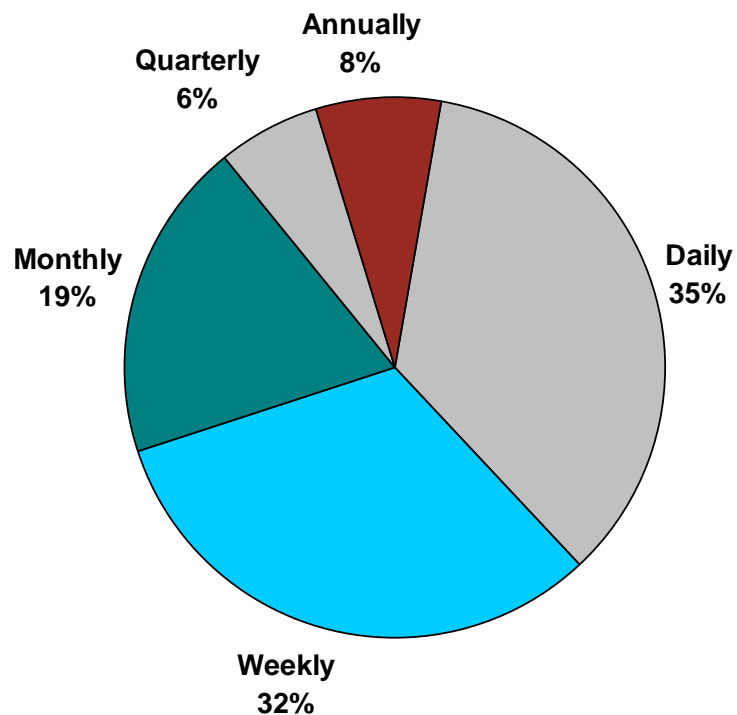
Appendix: APECS Respondent Profile

Region



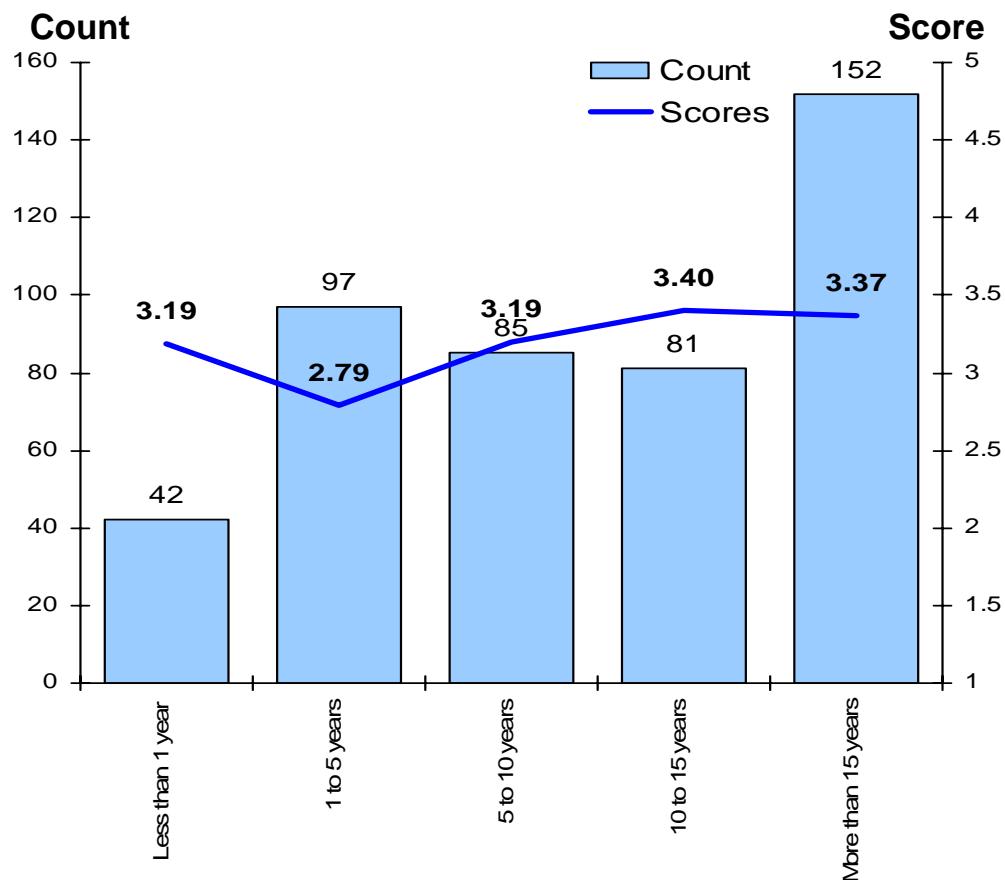
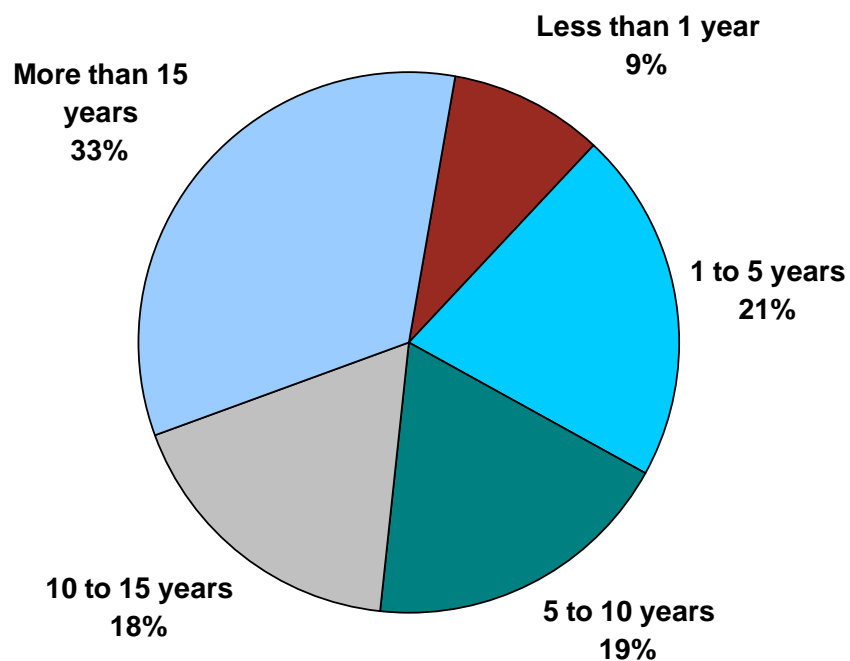
Appendix: VACIS Respondent Profile

On average, how frequently do you use VACIS?



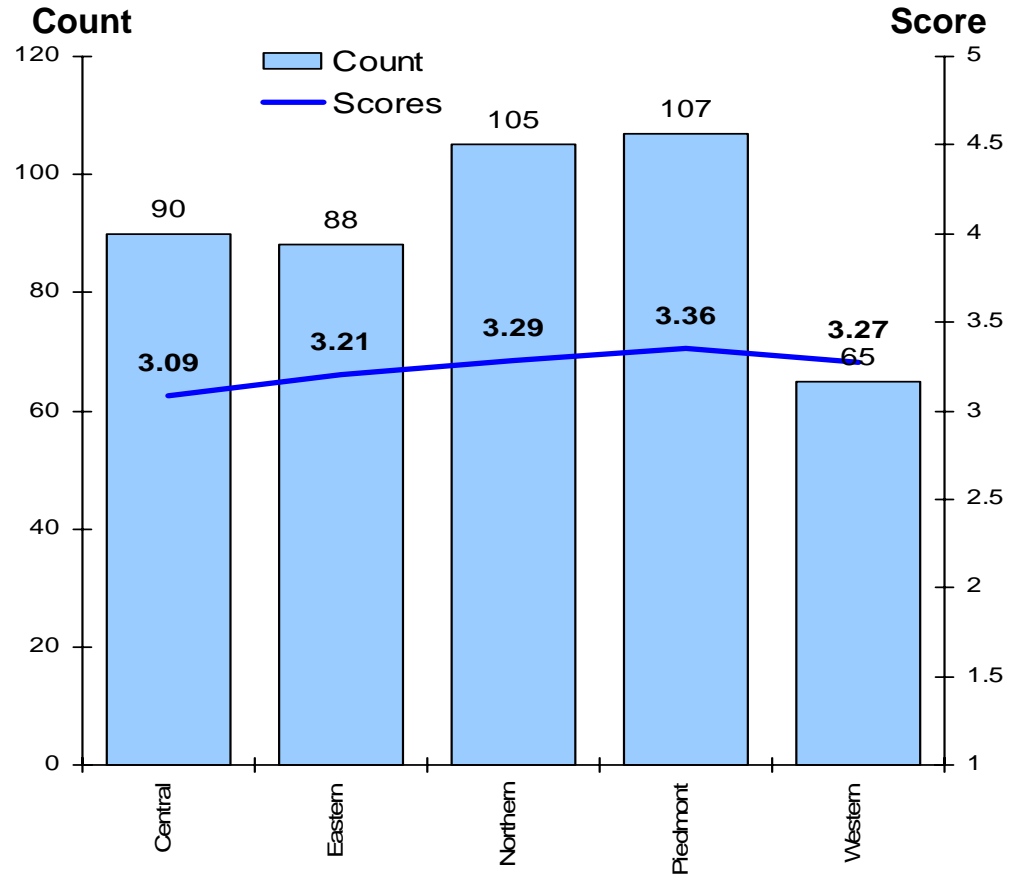
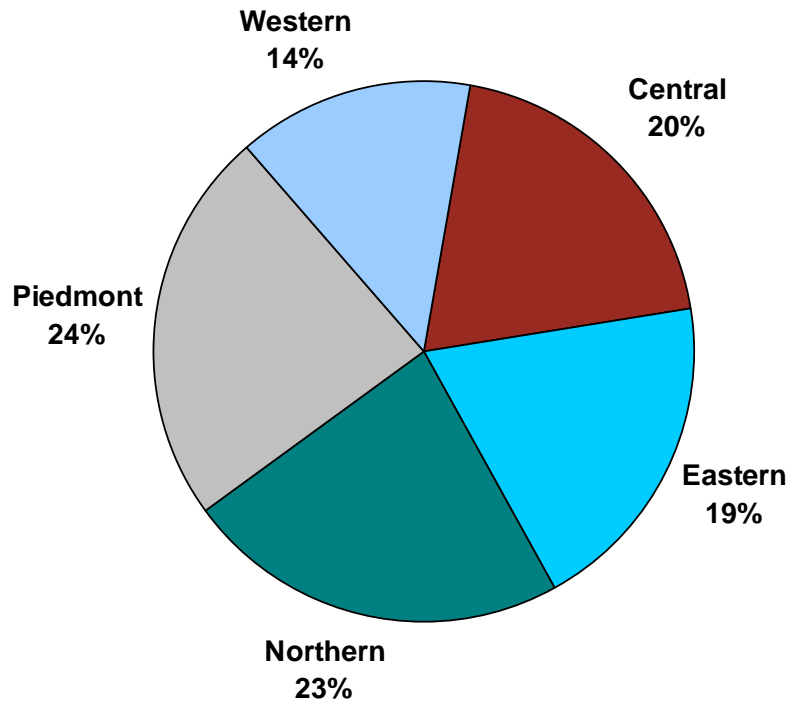
Appendix: VACIS Respondent Profile

How long have you been using VACIS?



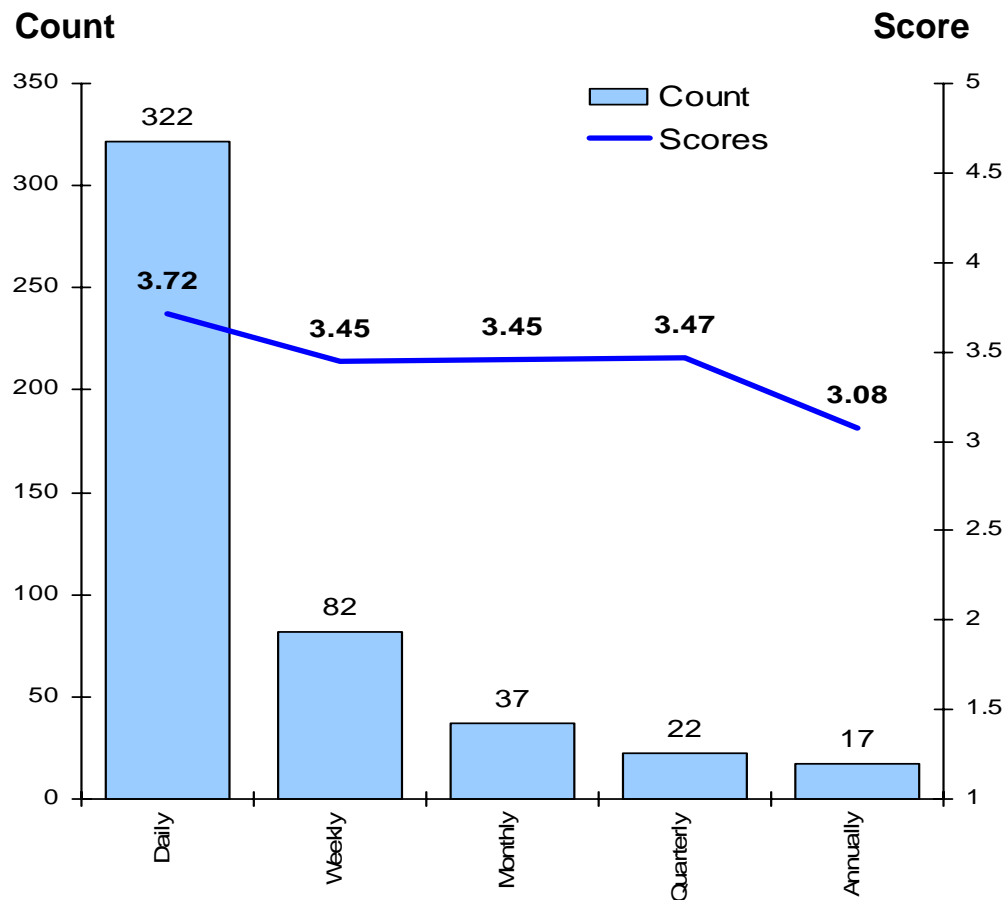
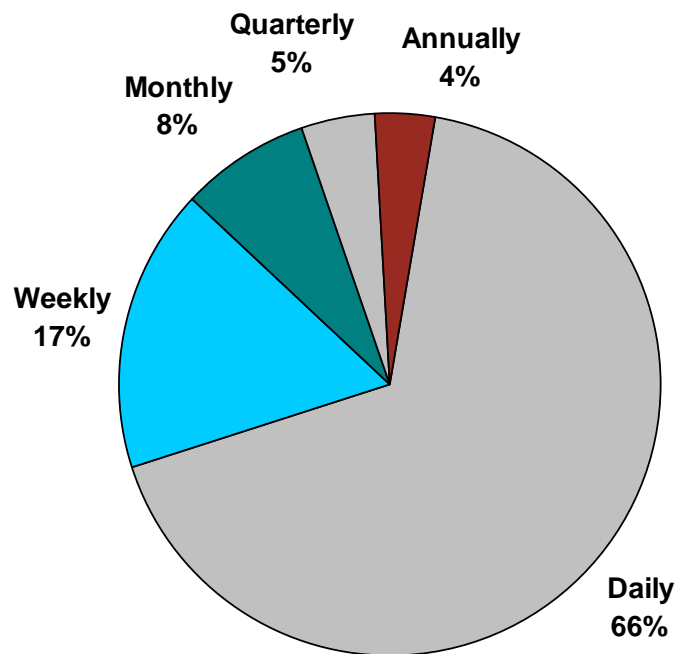
Appendix: VACIS Respondent Profile

Region



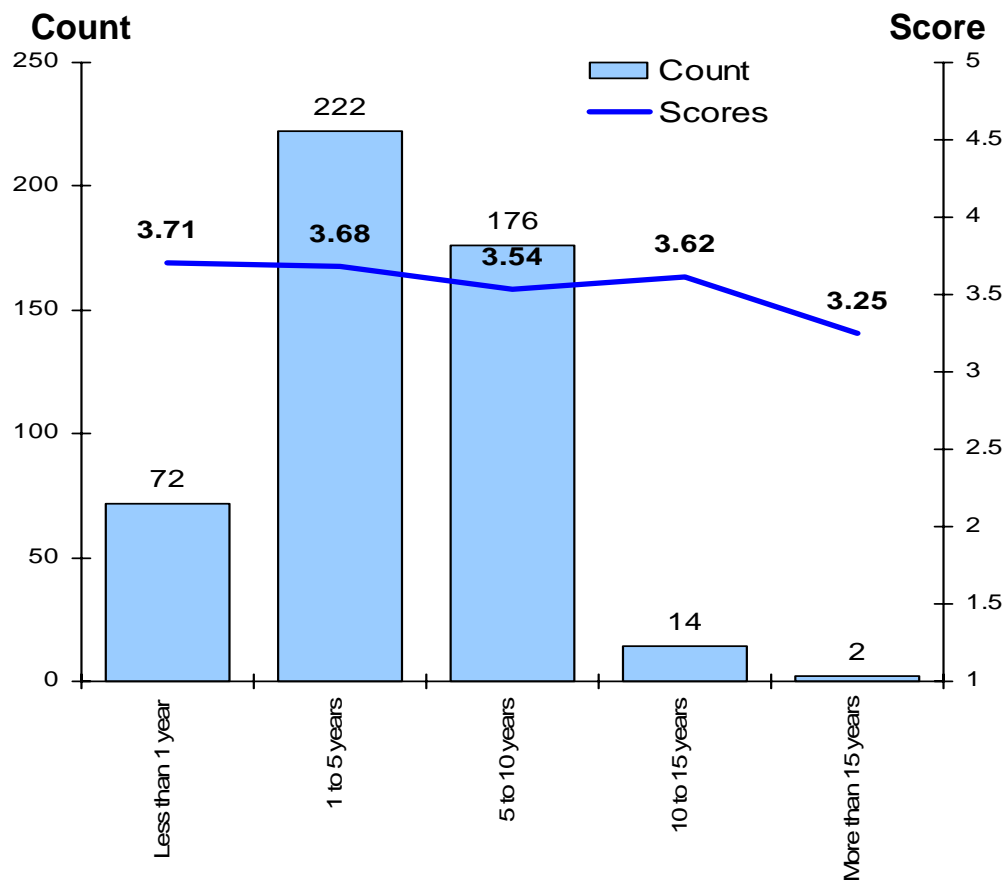
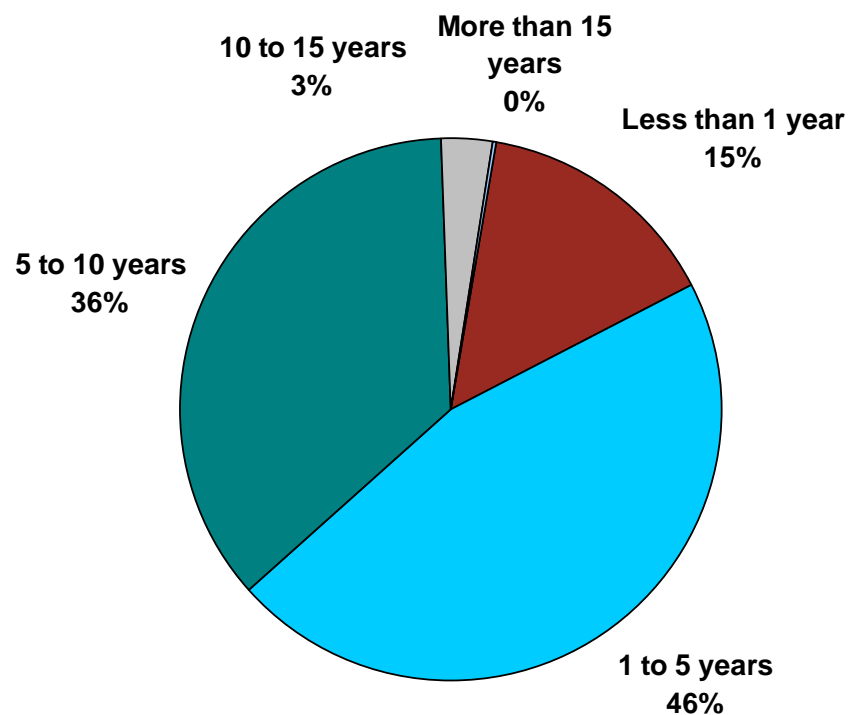
Appendix: OASIS Respondent Profile

On average, how frequently do you use OASIS?



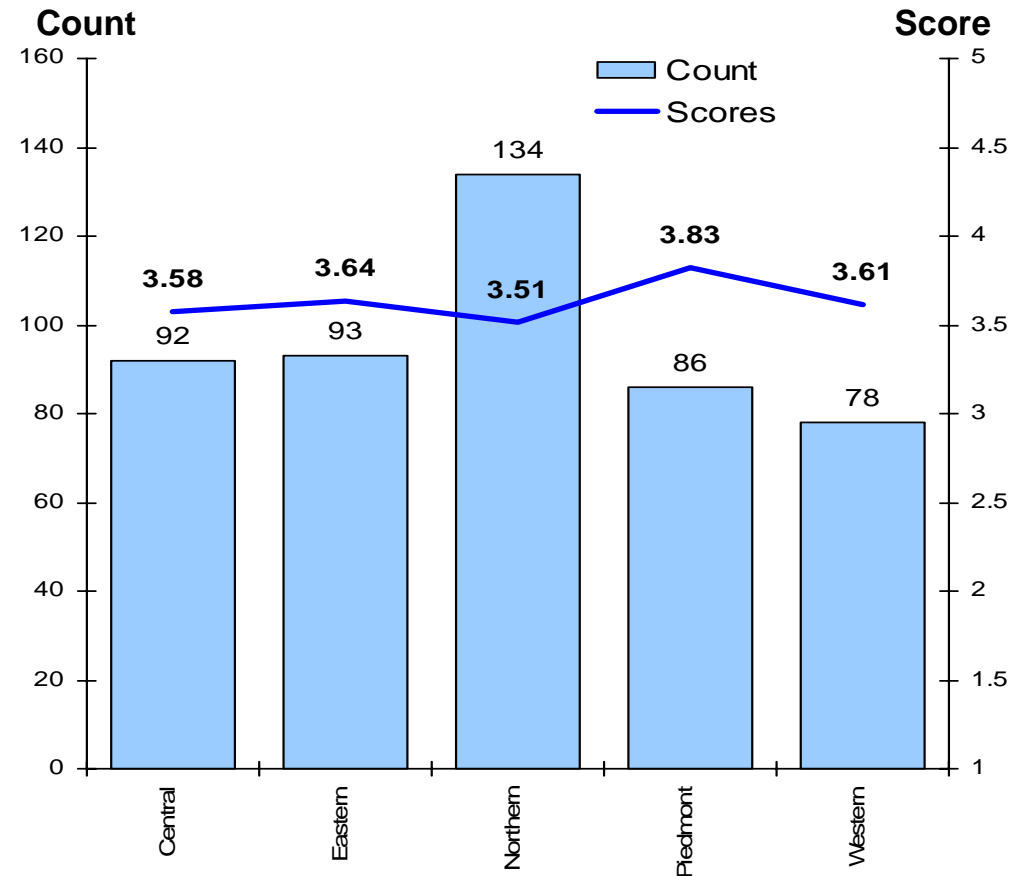
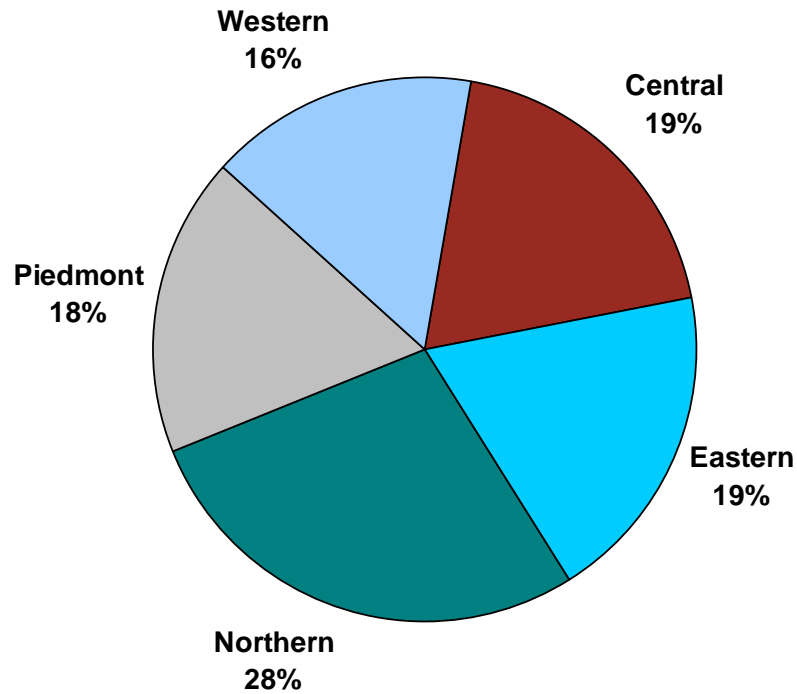
Appendix: OASIS Respondent Profile

How long have you been using OASIS?



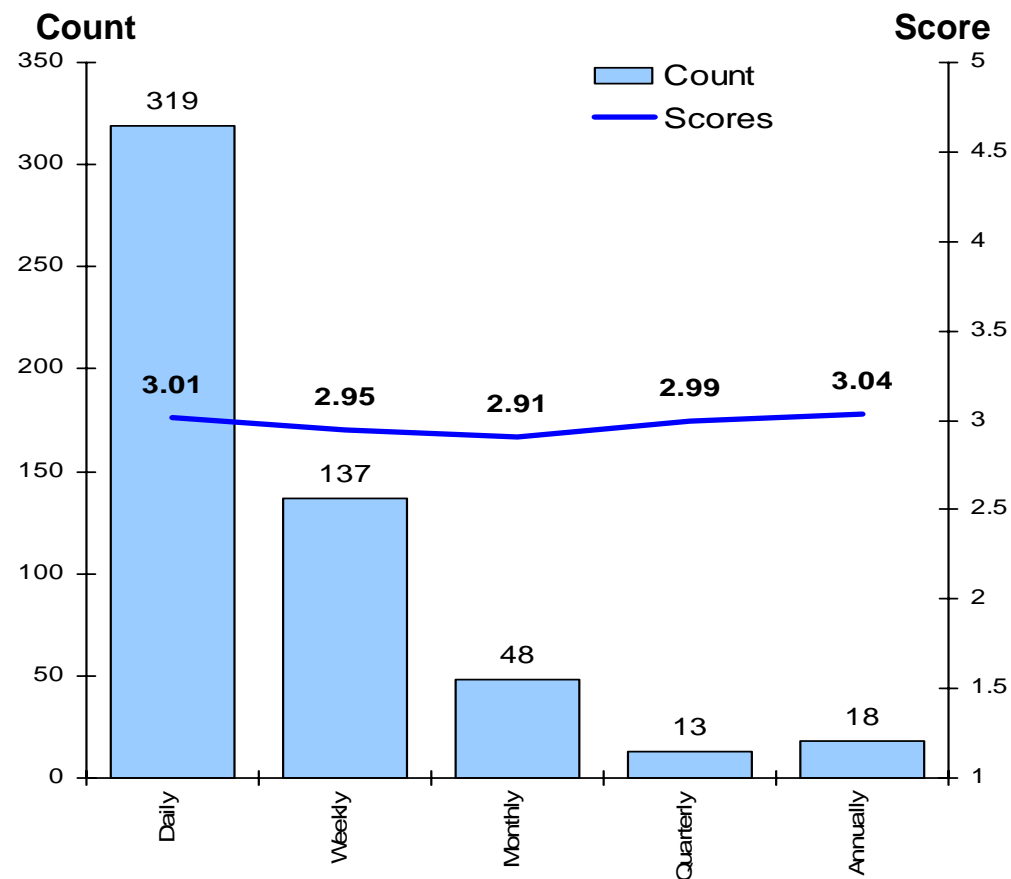
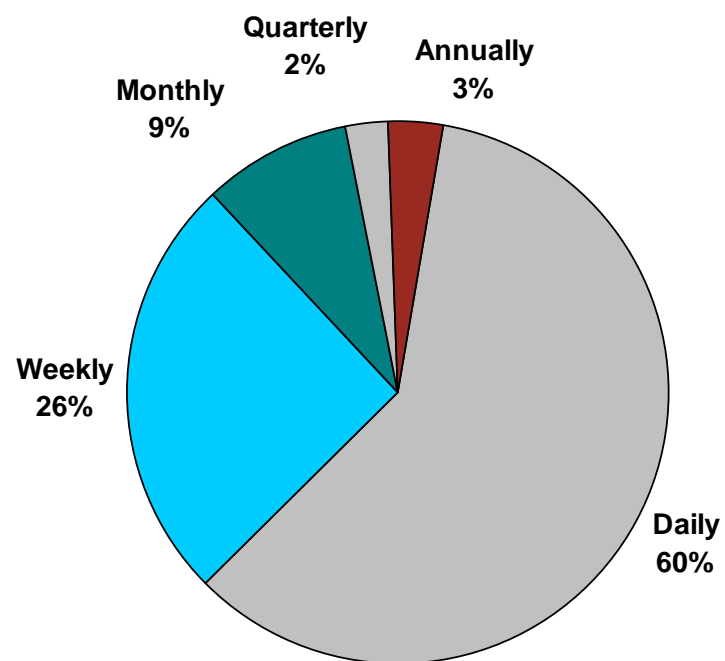
Appendix: OASIS Respondent Profile

Region



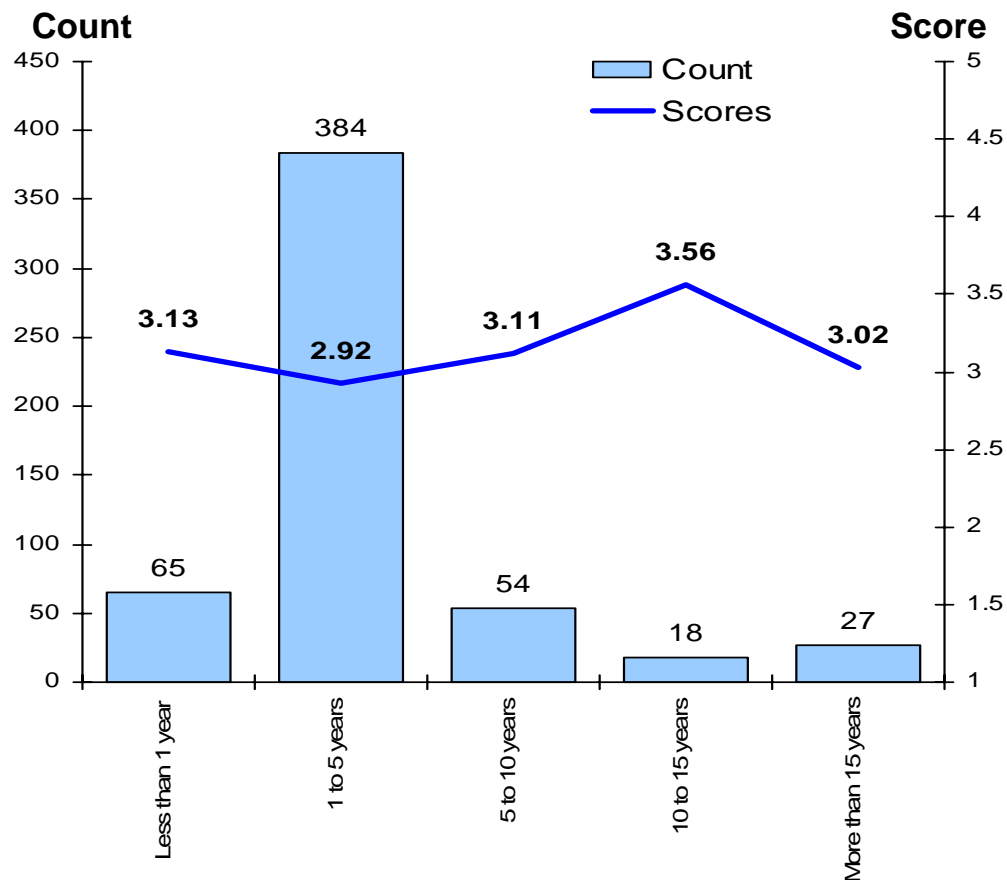
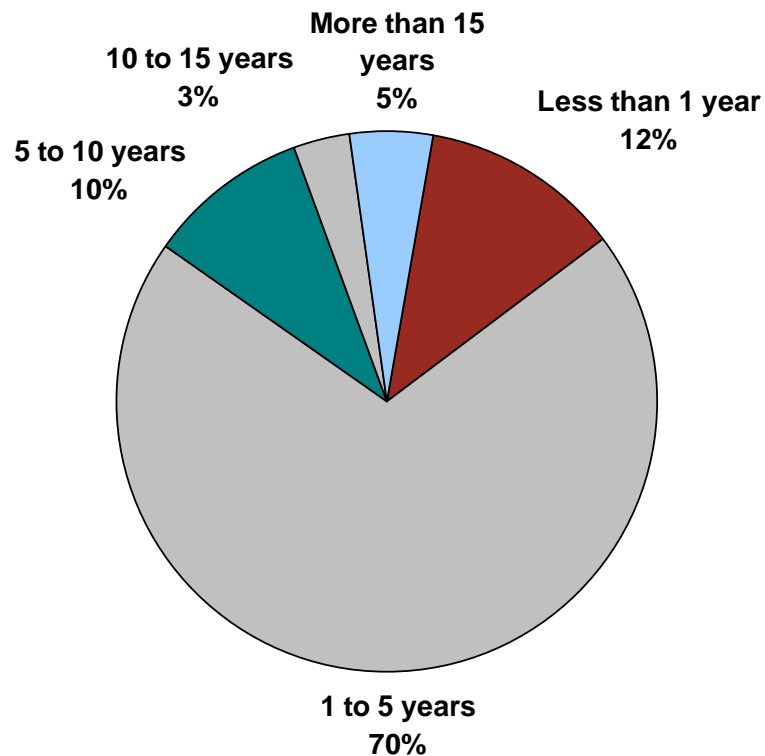
Appendix: VAMMIS Respondent Profile

On average, how frequently do you use VAMMIS?



Appendix: VAMMIS Respondent Profile

How long have you been using VAMMIS?



Appendix: VAMMIS Respondent Profile

Region

